

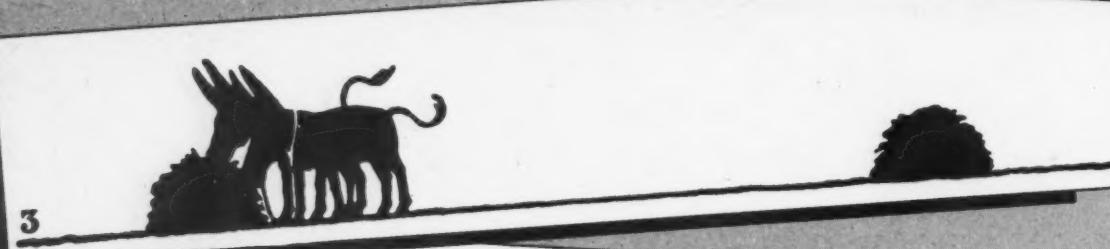


Connecticut INDUSTRY

JANUARY
1947

25th YEAR OF PUBLICATION

Co-operation



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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
 VOL. 25 - NO. 1 - JANUARY, 1947

L. M. BINGHAM, Editor

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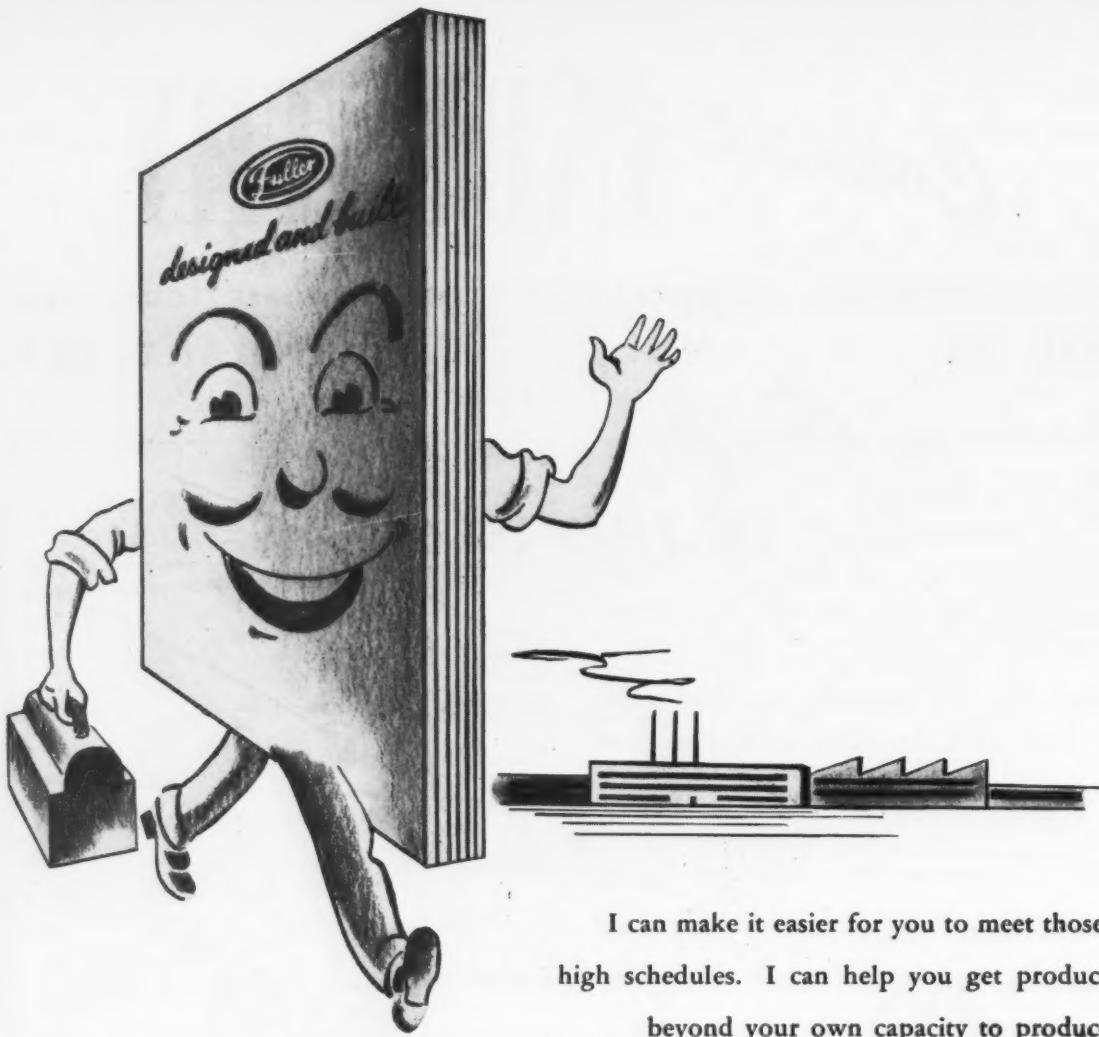
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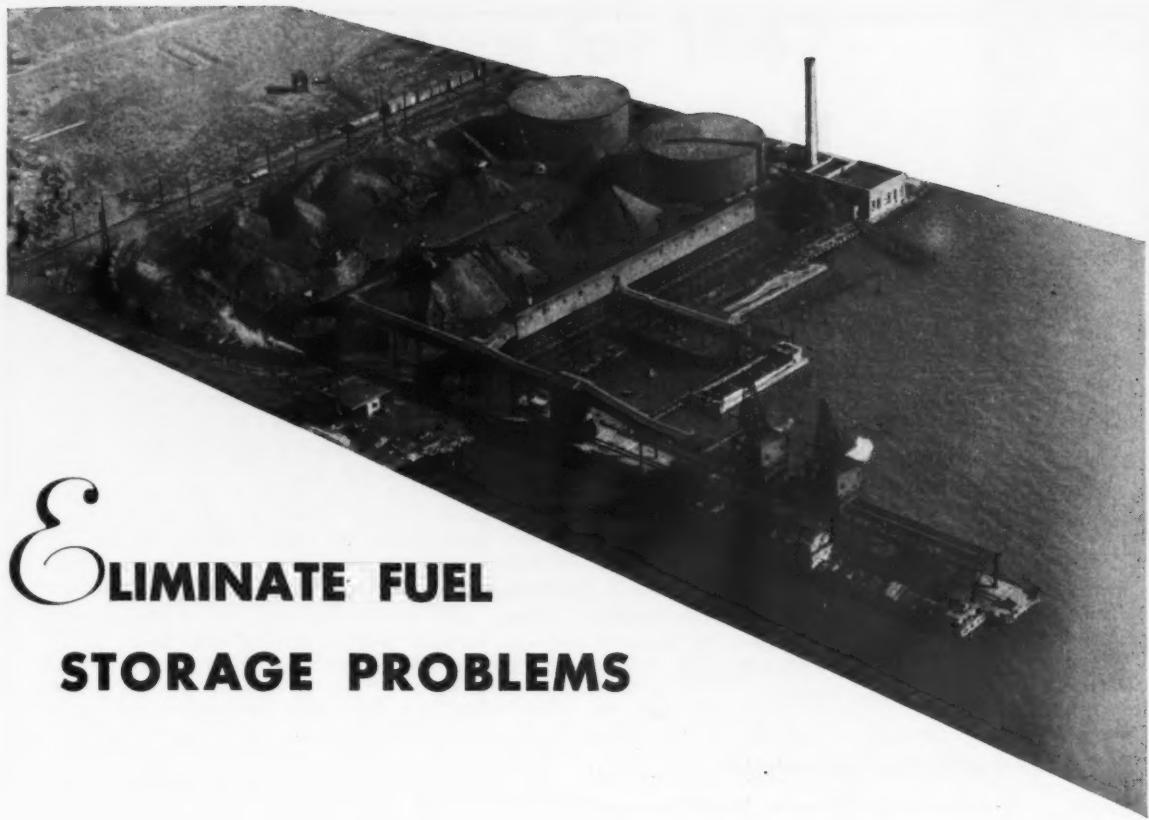


I can make it easier for you to meet those
high schedules. I can help you get production
beyond your own capacity to produce.

And I'm not just talking through my cover, either. My name is "Fuller Designed and Built." I'd like to tell you and show you all about the Machine Division of The Fuller Brush Company — a big, modern machine shop that has the tools, the facilities, and the veteran craftsmen to turn out close tolerance work for you in quantity . . . that is ready to give you immediate help by acting just like another department in your own plant.

Send for me and see for yourself how well Fuller's Machine Division is equipped to help *you* increase production. There's no cost or obligation involved.

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ELIMINATE FUEL **STORAGE PROBLEMS**

You need have no worry about fuel storage when you use our almost unlimited capacities for storing bituminous coal and industrial fuel oil.

Our efficient high-speed deliveries have already made "Fuel Storage" no problem to many important Connecticut industries. Let us show you how effectively we can meet your requirements.

T. A. D. JONES & COMPANY, Inc.
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CONNECTICUT

Human Relations

is a *selling* job

For 30 active years our Senior Executive has been "*SELLING*" Management to Workers in many diverse industries.

Sitting in with a workers' committee twice monthly—he gets across to those representatives and through them to the entire organization the simple economic truths of production, the first and basic truth being—You've got to "give" before you can receive.

The Score—no strikes—no lock-outs—production stepped up over 25%—many instances to 40%. This unbroken record of outstanding successes was made possible by virtue of our INCENTIVE PLAN for salvaging Labor and Material waste. The savings resulting from friendly cooperation are divided equally between company and workers. It is not a profit-sharing plan.

Here are the fundamentals:

1. Ascertaining just and accurate standards (yardstick) for measuring savings and calculating reduced costs—resulting from the cooperative effort.
2. The plan is then explained to all employees—the business venture outlined—the losses visualized—the possibilities pictured—by an Administrator whose job is to install the plan and guide its operation.

The plan works because:

1. It is economically sound. Wealth is created before it is shared.
2. When your worker has a stake in what he is doing he will put the whole man on the job. That's human nature.
3. Savings require vision—vision ahead of one's job and behind it. Workers can see waste a long way off through a Dollar Bill.
4. Costs are largely made up of details and the man next to the details is the worker.
5. INCREASED PRODUCTION of improved quality is a big factor in our plan. The workers soon realize it can be secured only by complete zeal and voluntary cooperation.

On what it depends for success:

1. It must be built on top of good wages and working conditions.
2. The measure of success achieved is entirely up to the Administrator. His job is to sell the plan and keep it sold. Meet with a Workers Committee biweekly—give them the score—show them the slips and how to make further gains—keep up the interest. It's a man-sized job.
3. You may expect superior results only under a system which assures fairness and justice—and under an Administrator who honestly practices both.

Our Administrator acquired his training the hard way: timekeeper at 16, Executive V. P. and General Manager of a nationally known industry at 28. He is friendly, fair, fearless, and human. Your invitation to have him call and tell you personally what he can do for your organization will entail no obligation.

MODERN MANAGEMENT SERVICE

280 MADISON AVENUE • NEW YORK 16, NEW YORK • LEXINGTON 2-2671

An Objective for 1947

By EDWARD INGRAHAM, *President*

AS I evaluate the numerous problems facing industry, and for that matter the people of the state and nation, it seems to me that the most important objective to be attained in 1947 is the gaining of a basic understanding of American economics by the majority of all workers, stockholders and consumers in the country. That may seem like an impossible task in view of the widespread ignorance of the real facts as evidenced by the many opinion polls taken among employee and consumer groups during recent months. Yet if we break down the problem into one of "telling the facts" about every business to its employees and stockholders, it will lead to a new spirit of cooperation and more goods for more people at lower prices.

In fact, if we exhibit as much will power as we did during the dark days of the war when seemingly impossible tasks were being performed with regularity, there is every reason to believe that we can create an understanding which will assure industrial peace and prosperity. Although Connecticut's industrial record has been outstanding when compared to many other industrial areas where there have been many more costly strikes, there is room for a vast amount of improvement.

If we are to attain a true spirit of cooperation, which is so necessary to the production and distribution of more goods to more people, then we shall need to acquire new habits of thought. Instead of following the deeply worn grooves of the past, wherein the blame for all of our economic ills is heaped upon management, labor or government, we shall be forced to think of our productive plants as the earlier pioneer settlers looked upon the fruits of their hard but productive labor. They knew that only by raising larger and more diversified crops and husbanding them for later use could they enjoy better living standards. By every possible means they sought to protect and enlarge their "breadbaskets" rather than do anything which would shrink or destroy them.

Today we enjoy more of the good things of life only because we have constantly encouraged the development of better tools and improved techniques for operating them. We have used them to transform national resources into countless channels for the improvement of our living standards. Our standard of living can only be improved if incentives exist, and if we continue to improve tools and processes. If through lack of understanding of the economics of production and distribution we limit our output of goods, then everyone suffers, for we can't barter wage dollars no matter how much they are increased in number, for goods that are not made. The inevitable result is higher and higher prices for less and less goods until a runaway inflation rectifies our errors the hard way, through the

destruction of money values, bankruptcy and wholesale unemployment.

We need to gear our thinking for peacetime prosperity in terms of what is good for the country, rather than for management or labor only, or any group in our society. To do that we must cease the practice so common of late of heaping condemnation upon one group or another as well as that of leaning too heavily upon legislation and government as cure-alls for our economic ills. Although it is imperative that the rules of bargaining be made equally fair for labor and management, the most essential element, now lacking in altogether too many business establishments, is an understanding by employees of "who gets what and why". When the story of company founding and growth, competition for the consumer dollar, company efforts to maintain steady employment and other current problems are told to workers, understanding and confidence will gradually replace suspicion and enthusiastic cooperation should take the place of indifference and deliberate slow-downs.

When intelligent and sincere management tells a continuing straightforward story of the economics of the business which is, in effect, the breadbasket of all who work there, and of vital interest to those who have invested in the tools to work with, and management gives recognition to workmen as men capable of greater accomplishment for greater rewards, then real teamwork begins to be felt in terms of increased production and lowered unit costs. Shortly thereafter the fruits of this teamwork may be distributed to consumers in the form of reduced costs and to the workers and stockholders in terms of increased earnings.

It is my hope that all members of the Association will join with me in the determination to dramatize the economic truths of how we live to our employees, stockholders and our respective communities during 1947. Only by this process of continuing education, with the accent on human values, shall we go forward to that industrial peace and plenty of which this nation is capable. There is no time to lose, for another serious wave of strikes may so cripple our free economy that we shall not have another chance to demonstrate the superior accomplishments that can be attained by the teamwork of free men.



Meet Our New Directors and Officers

WITH the turn of the year, the following new Association directors took office, each for a term of four years: W. W. Allan, Executive Vice President and General Manager, The Baltic Mills Co., Baltic; E. B. Shaw, Agent, The American Thread Company, Willimantic; Sydney A. Finer, Vice President, Pond's Extract Company, Clinton; Alfred C. Fuller, Chairman of the Board, The Fuller Brush Company, Hartford and F. C. Parizek, President, The Frank Parizek Mfg. Co., West Willington. Election of the directors took place at the Association's annual meeting on October 30, 1946.

★ ★ ★

W. W. ALLAN replaces Arthur B. Barnes, Treasurer, Ponemah Mills,

Taftville, as the director representing New London County.

Mr. Allan is a graduate of New Bedford Textile School, and began his manufacturing career with the Fisher Manufacturing Company, Fisherville, Mass. He came to Connecticut in 1919, joining the Grosvenordale Company, North Grosvenordale, as assistant to the agent. From 1925, until he resigned in 1929, he served as superintendent of that company.

When he became associated with The Baltic Mills Company, in 1929, it was as superintendent. Nine years later he was promoted to General Manager, and in 1944 he assumed the post of Executive Vice President.

★ ★ ★

EDWIN B. SHAW, representing

Windham County on the Association's board of directors, replaces Albert E. Otto, formerly Agent of Putnam Woolen Corporation and now manufacturing superintendent of its parent plant, Uxbridge Worsted Co., Uxbridge, Mass.

Mr. Shaw was born in Fall River, Mass., and received his textile education at the Bradford-Durfee Textile School in that city. In 1922 he entered the employ of the American Thread Company at its Kerr Mills in Fall River, and three years later transferred to the Willimantic plant as section foreman.

From that time until he was appointed Agent of the Willimantic Mills, in November 1943, Mr. Shaw served as an overseer in the spinning department, assistant superintendent of



NAMED TO DIRECTORATE
of M.A.C., effective Jan. 1.

Left, **W. W. ALLAN**, executive vice-pres., The Baltic Mills Co.

Right, **EDWIN B. SHAW**, agent,
American Thread Co.

Below, left, **SYDNEY A. FINER**,
vice-pres., Pond's Extract Co.

Center, **ALFRED C. FULLER**, chairman
of board, Fuller Brush Co.

Right, **FRANK C. PARIZEK**, presi-
dent, The Frank Parizek Mfg. Co.



the manufacturing division, plant superintendent of the firm's Dalton, Georgia plant and superintendent of manufacturing at the Willimantic factory.

His civic activities include the presidency of the Eastern Connecticut Council, Boy Scouts of America. He is also a director of the Willimantic Y. M. C. A. and the Willimantic Chamber of Commerce and a Trustee of Windham Community Memorial Hospital.

★ ★ ★

SYDNEY A. FINER, vice-president of Pond's Extract Company of Clinton, first became a director of the Association when he was elected to fill the unexpired term of W. R. Jennings, who resigned on January 1, 1946. Mr. Finer will represent Middlesex County.

Born and educated in England, Mr. Finer came to America in 1911. With the exception of two years during World War I, when he served with the U. S. Army overseas, he has been associated with the Clinton firm since 1916.

At that time he served in the capacity of shipping clerk, and later advanced through various departments to be appointed factory manager in 1941. In April 1945 he was elected to the vice presidency.

Mr. Finer is actively interested in civic affairs in the town of Clinton, and served on the board of education for 10 years, holding the position of chairman for three years. He is a director of the New Haven Shore

Line R. R. Company, and has served as treasurer of the Middlesex County Y. M. C. A., director of the Middlesex County Manufacturers Association and state commander of the American Legion.

★ ★ ★

ALFRED C. FULLER, president of the Association from January, 1942, until January this year, will serve as Director at Large, replacing Frank H. Lee, president of The Frank H. Lee Co., Danbury.

Mr. Fuller was born on a farm in Nova Scotia and when he traveled to Boston, to begin his working career, he was 18 years of age. His introduction to the brush business came after he served short periods on two or three jobs which seemed to afford little opportunity, and finally went to work selling brushes. Before too long he was manufacturing his own brushes in the basement of his sister's home in Somerville, Massachusetts, and in four months had moved his operations to Hartford.

That beginning led to the growth of the largest brush manufacturing company in the world, of which Mr. Fuller is Chairman of the Board of Directors.

Besides his five-year service as President of the Association, Mr. Fuller was a member of that organization's Budget Committee for many years, a member of the Committee on Manufacturing of the Connecticut War Council and a member of the Commit-

tee on Industrial Relations of the National Association of Manufacturers. He is past president of the National Better Business Bureau; a Trustee of the Julius Hartt Musical Foundation of Hartford; Director of the Hartford Chamber of Commerce, a Trustee of the Hartford Y. M. C. A. and President of Junior Achievement of Connecticut.

Mr. Fuller serves on the board of directors of the New England Council, National Junior Achievement, Inc., Hartford Community Chest, Inc., National Safety Council. In 1942 he was appointed a member of the board of governors of the National Industrial Conference Board, and last year became a trustee of the Committee for Economic Development.

★ ★ ★

FRANK C. PARIZEK, who replaces W. R. L. McBee on the Board of Directors representing Tolland County, joined The Frank Parizek Manufacturing Company, West Wilmington in 1929, immediately upon the completion of his education. In 1930, following the death of his father, he became treasurer of the company, the post he now holds.

He is a member of the Advisory Board of the Hartford Connecticut Trust Company, a Trustee of the Johnson Memorial Hospital in Stafford, a member of the B. P. O. E., secretary and a member of the Republican State Central Committee, a 32nd degree Mason and a Knight Templar.

New Officers Elected

At the annual meeting of the Board of Directors held at the home of Alfred C. Fuller, West Hartford, on December 10, Edward Ingraham, president of the E. Ingraham Co., Bristol, was elected to the presidency of the Association, succeeding Mr. Fuller, whose five-year term in office ended with his retirement on December 31.

At the same time, W. A. Purtell, president of the Holo-Krome Screw Corporation, Elmwood, and Alfred V. Bodine, president of the Bodine Corporation, Bridgeport, were elected as vice presidents to succeed Mr. Ingraham, who has served since 1942, and James W. Hook, chairman of the United Illuminating Co., of New Haven, who was elected to the vice presidency in 1943.

John Coolidge, president of The Connecticut Manifold Forms Co., was re-elected treasurer, and L. M. Birmingham, director of development of the Association, was made secretary of the corporation to succeed C. L. Eyanson, who recently became manager of The Home Club of Waterbury. Norris W. Ford continues as executive vice president, the post to which he was appointed in January, 1945.

Mr. Ingraham began his life-long career with the E. Ingraham Company in 1910, a few months after his graduation from Yale. After serving in various capacities in the company including accounting, production, purchasing and sales, he became president in 1927. He is vice chairman of the Finance Board and a member of the Library Board of Bristol and a director

of the following organizations: Associated Spring Corp., Bristol Brass Corp., Bristol Bank and Trust Co. and Northside Bank and Trust Co., all of Bristol, the International Silver Co., of Meriden, and Veeder-Roof, Inc., of Hartford and Bristol.

He is also past president of the Bristol Boys Club and a Director of the Boys Club of America. Besides being active in other civic affairs, he has also been prominent in the activities of the Clock Manufacturers Association. He is also a director of the Manufacturers Association of Hartford County.

He is also a mason, a member of the Chippenee Country Club, the Farmington Country Club and the First Congregational Church of Bristol.

Mr. Purtell, is no newcomer to the



EDWARD INGRAHAM, new president of the Manufacturers Assn. of Conn.

Association, having served as Treasurer during 1943. His business career has been rapid in the sales and management field, leading from sales positions to the presidency of the Holokrome Screw Corporation, Elmwood, which he founded in 1929.

Since that time he has served as president, treasurer, general manager and director of the Billings & Spencer Co., of Hartford, which he helped to rehabilitate between the time he became director in 1936 and president in 1937 until his retirement as president in 1944. He is a member of the



JOHN COOLIDGE, president, Connecticut Manifold Forms Co., was re-elected treasurer of the Association.



Named as vice-presidents at the annual meeting of the M. A. C., were W. A. PURTELL (left) and A. V. BODINE (center). L. M. BINGHAM (right) editor of *Connecticut Industry* and Director of Development now is secretary of the Association as well.

Board of Directors of a half-dozen leading banks and manufacturing establishments in Hartford, including Billings & Spencer Co., Colt's Patent Firearms Mfg. Co., Hartford Gas Co., and The Hartford-Connecticut Trust Company.

He also holds membership on the Board of Governors of both the Hartford County Manufacturers Associa-

tion and Hillyer Junior College, the executive committee of the Hartford Community Chest and the Connecticut Inter-racial Commission. He is active in numerous civic, engineering, fraternal, veterans and social organizations, and served a one-year term as a director of the United States Chamber of Commerce.

(Continued on page 29)



EDWARD INGRAHAM (right) president-elect of the Manufacturers Association of Connecticut presents a sterling silver tray to Alfred C. Fuller as a token of esteem and appreciation of the officers and directors for his years of service to the Association since January 1942. The presentation was made at the close of the Annual Meeting of the Board of Directors held Tuesday afternoon, December 10, at Mr. Fuller's home, West Hartford. Mr. Fuller's term expired December 31. The tray was inscribed with the names of all officers and directors and the following: "Presented to Alfred C. Fuller by the directors and officers of the Manufacturers Association of Connecticut in appreciation of his inspiring and capable leadership as president of the Association the years of World War II January 1, 1942-December 31, 1946."

A Plan for Action in Public Relations

This guide to the practice of public relations will be reproduced in brochure form and distributed at actual cost if there is sufficient demand to warrant the reprinting of 500 or more copies.

DESIRING to stress to industrial and business leaders of the state the vital importance of building and maintaining good relations with the public, the Association secured the services of three outstanding men in the public relations field who charted a course for reaching the desired objectives at the Public Relations Panel session of the Annual Meeting, October 30th.

Minus the fanfare of high sounding professional lingo, these practitioners of the art of building good will, with the aid of a series of charts, mapped out for more than a hundred attentive listeners such a practical plan for action that many in attendance have urged that the highlights of their recommended program be presented for the guidance of all Association members and other business men. Because we are in complete agreement with these views, we present in the following pages of Connecticut Industry, the chief recommendations of all three panel members, together with the charts outlining the principal spheres of activity in any over-all public relations program.

Although many small enterprises will not find it possible or necessary to develop any special activity for all publics mentioned in the charts and in the text of the several statements accompanying them, the complete set of charts, combined with the recommendations, provides an over-all plan of action that may be readily adopted in whole or in part by any company regardless of size. Today when the very

existence of our free economy depends so much on favorable public opinion toward business, the following program of action should prove extremely helpful to all companies desiring to improve their own public relations and to do their share toward proving that our free economy is, by all odds, the best ever devised for any nation.

After reading their "plan for action", we recommend that you keep this issue of Connecticut Industry in a handy file for frequent reference to check against your own public relations activities.

FRANKLYN WALTMAN, who headed the panel discussion at the Annual Meeting as Chairman, discussed the topics "Definition of Public Relations" and "The Government Public."

Mr. Waltman, who has served the Sun Oil Company, Philadelphia, as Director of its Public Relations De-

partment since 1943, is a graduate of the University of Maryland Law School. In 1922 he joined the staff of the Baltimore Sun, and while attached to the Sun's Washington office, was awarded the Pugsley Journalistic Award for "most noteworthy work by a Washington correspondent during the calendar year 1930." From 1933 to 1938 he was employed by the Washington Post, and in 1938 became Director of Publicity for the Republican National Committee. He is a member of the Gridiron Club, the National Press Club, National Association of Public Relations Counsel, Inc., chairman, National Affairs Committee, Philadelphia Chamber of Commerce.

CHARLES B. COATES, Assistant Director of Public Relations, General Foods Corporation, New York, presented practical suggestions for reach-



(l. to r.) FRANKLYN WALTMAN, CHARLES B. COATES, FREDERICK BOWES, JR.

ing: "The Stockholder Public"; "The Customer-Dealer Public"; "Industrial & Business Associates Public".

Mr. Coates is a graduate of Staunton Military Academy and Rutgers University. In 1934 he joined the Newark Bureau of the Associated Press, and from 1938 to 1945 served as Associate Editor, Factory Management and Maintenance, a McGraw-Hill publication. He is a member of the National Press Club and the National Association of Business Paper Editors.

FREDERICK BOWES, JR., Manager, Advertising and Public Relations, Pitney-Bowes, Inc., Stamford, discussed public relations as it applies to "The Employee Public" and "The Community Public."

Mr. Bowes joined the advertising firm, Batten, Barton, Durstine & Osborn, Inc., New York, following his graduation from Dartmouth, and during World War II, served as Chief Public Relations Officer, War Production Board, New England Region.

Definition of Public Relations

WHAT DO WE MEAN by the term "public relations"? So new is the term that the two words have yet to be joined together in standard dictionaries. Simply enough, the term is intended to express exactly what it says: relations with the public.

This label is somewhat akin to another, which for years had a place among business terms and frequently appeared on the balance sheet: "Good Will". The dictionary defines "good will" as a desire for the well-being of others; the established popularity of a business or the like.

Perhaps we can get a better understanding of what public relations is by first listing what it is not.

Publicity is not public relations—publicity, along with advertising, is a technique or tool of public relations.

Some think of public relations as insidious propaganda to put something over, white-wash some evil. But . . .

Right actions—"right living"—is the essence of good public relations and truth is the corner-stone of its expression.

Although "public relations" today is—and for a long time will continue to be—concerned with the activities of government, it is not lobbying.

Rather "public relations" is concerned with the influences and trends which exert pressure on government to make it act the way it does.

Public opinion is the prime concern of public relations, believing in the faith of Abraham Lincoln, that "in this age and in this country, public sentiment is everything; with it nothing can fail and against it nothing can succeed."

Nor is "public relations" a technique for the promotion of a product nor a substitute for a sales department, though . . .

Good "public relations" makes easier the path of the sales staff, just as the best "public relations" in any program is a high quality product sold at a fair price.

What, then, is "public relations"? It is fundamentally a point of view—an attitude of mind—an expression of a business philosophy which recognizes the need for adjustment and harmony between business and the other major factors in the social framework of our civilization.

The ultimate objective of this function called "public relations" should be to make virtually identical the aims, ambitions and ideals of the individuals comprising the social framework of our civilization and the ideals and rules of our economic system.

Today we are falling far short of that goal. Either the ideals and rules of our economic system fail to serve the best interests of Twentieth Century men and women, or, if they do—and we believe that they do so—then our people, as a result of our negligence and lack of leadership, have turned to false gods and false teaching.

The alternative to continued failure to establish this identity of ideals and purposes is a steady trend toward the disintegration of the individual's status in respect to his means of livelihood. This trend already is far advanced. Unless it is halted the supreme, all-powerful state becomes the sole entity capable of preventing final chaos.

No company, no business, has the choice of adopting or not adopting a public relations program. The day you started business, you started having and creating public relations.

The only choice within your power is whether you are going to have good public relations, or bad public relations.

Nor is it a question of expense. To organize your public relations you do not have to establish a public relations department or hire a public relations expert. Thousands of business heads are their own public relations men—just as they are their own sales man-

agers and chief engineers. These men direct company action with an understanding of the public interest and viewpoint—and they take care to see that their publics know them and what they are doing.

Who is this public with whom you desire good relations and understanding? For you to seek a response from all the 85,000,000 adults in this country would be an almost impossible task. At best, it would be a shot-gun undertaking. Instead of shooting everywhere you should pick your targets and use a rifle, just as you do in organizing a sales territory. You have your special publics—those closest to you—and it is those publics we desire to discuss with you.

One of the most fundamental principles in this activity is that "public relations starts at home." To be effective, you must work outward. If your employees think badly of your company—the source of their livelihood—and of the competitive enterprise system of which your company is a part—then you hardly can expect others to think well of you. If your employees think well of you they shall become the best possible ambassadors of good will for you.

After your employees, your publics are your stockholders; your neighbors—those who live in the communities where you do business; your customers and dealers; your suppliers and allied industrial groups, and your Government—Federal, State and Local.

I. The Employee Public

(See Charts II and III)

OF ALL THE GROUPS—of all the "publics"—that can build or bust our whole fine economy, that can make or break America, our *own* employees come first. Not the employees of General Motors and Chrysler and the electric light company, and the telephone company—but our *own* employees. The very same people—union members or not—whom we know so well, and yet so poorly. The hundred, two hundred or ten hundred men and women working in our plants who tell us, and mean it, that when the chips are down they'll go for "free enterprise" against the "commies" any day, and for the profit system against communism twice on Sundays, *but* who will turn around and just as sincerely vote for measures aimed to cripple free enterprise and stifle the very profit system that they and we of

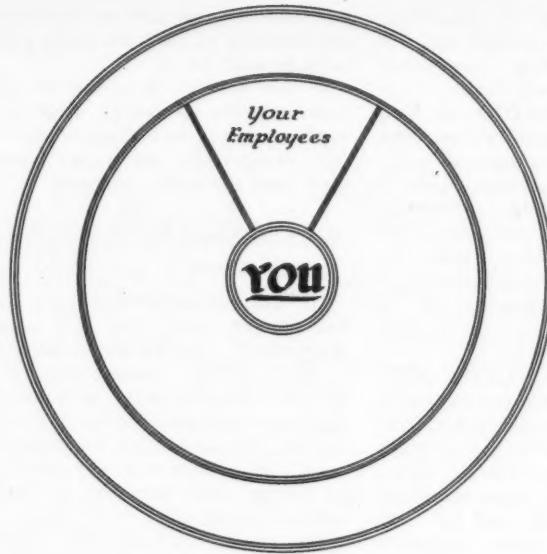


CHART II

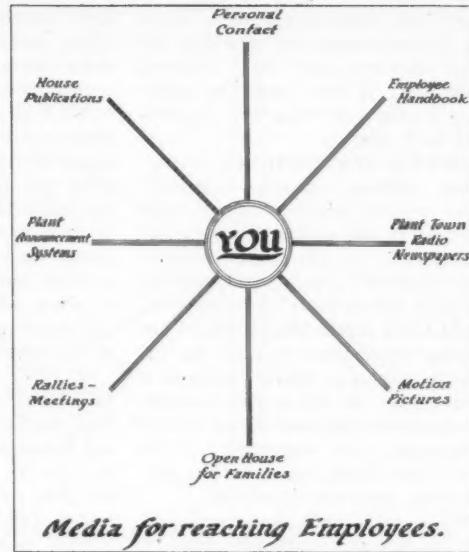


CHART III

management both depend on for decent wages and working conditions as well as good salaries and dividends.

Why do they do this?

I have an idea it's simply and fundamentally because we in management didn't think it *important* that our workers should know what happens to the company dollar . . . and because today the average worker *believes* he's not getting a fair split on that dollar. Thus, his wages could go up and up to the point where his products begin to price themselves out of the market—and he'd *still* think so.

The average factory worker thinks all companies, including his own, are making fabulous profits—that there's plenty out of which to boost wages, pay guaranteed annual wages and a score of other benefits that may or may not be possible in a given company. Survey after survey shows public belief that large companies keep between 10 and 30 cents "clear profit" on every dollar they take in. Some labor estimates go as high as 60 per cent; and only about 15 per cent put the percentage less than 10 per cent.

Now, if a worker says that a "fair" profit would be 10 per cent (as most workers will on a polling), *but* that business is making from 20 to 30 per cent, when the truth is nearer 4 or 5 per cent . . . then who's to blame: the worker or the management that never took the trouble to tell him? And by "telling", I don't mean

once a year in an annual report, but often through the year in various media, and with some meaning to it.

That basic misconception as to the "take" or "split" is basic to most of our troubles, I believe. It has a twin: that stockholders and top management take more out of the income dollar (some surveys report workers believing it's double or triple) than does labor.

It's plain that until we do some head-straightening on that score, it's pretty foolish to put the major emphasis on other "publics". And if we don't hurry up about it, we may not have a story to tell at all.

Under the Russian system of no-enterprise, the workman walks to his job on foot; in Britain's new land of part-enterprise, he rides a bicycle; in the U.S.A., home of free enterprise, he rides in a four-door sedan. Yet, the American seems less sold on his economic system than the Russian or Britisher on his. Why? It hurts but it's true—that the "managements" of the two other systems are currently doing a better job of public relations than we are.

Our own workers are the segment of the public relations circle that counts the most. Public relations begins at home—on the factory floor. Actually, our factory, office and store employees *are* the public—as a practical matter of voting majority, if nothing else. It's no use thinking we can talk over the heads of our workers

in full page ads to some vague but all-powerful force called "The" public. For most of us, and for the nation as a whole, the major "public" today is our industrial workers—our *own* workers—with their wives and husbands, immediate families and associates. If we do a good enough job in that sphere, there'll be little to worry about in the other "publics"—stockholders, customers, governments, et al.

The good part about all this is that it can be done, if we will only tell the facts, tell them often, through the various available media, and with some of the flair and drama with which we present product facts.

Another encouraging thing is that, looking at the media and costs involved, it ought to be plain that this job is not an exclusive task for the big companies. In relative and modified form, these facts are as tellable and the media as available for the plant of 100 as for the multi-thousand corporation. Actually, a hundred employers of 50 workers each can do a better public relations job for industry than can one employer of 5,000 workers . . . if they not only give their workers a square deal, but give them and their neighbors the information to make it plain they are getting one. Here are some of the major channels, a sort of check list:

PERSONAL CONTACT: strongest medium of all is the physical and conversational contact of worker with manager, through closeness on the

factory floor, labor-management meetings, union-management meetings, informal dinners and bull sessions, picnics, etc. If this could be made strong enough, all the other channels could be forgotten.

AWARD SYSTEMS: such as suggestion system awards, length-of-service awards, safety awards, attendance awards and others that give the worker proof of his individuality—with foremen jointly participating with their line workers where possible.

RALLIES AND MEETINGS: are valuable where there is need for informing employees quickly and on a major matter, or where the elements of management personality and worker participation are important. These can be plant-wide, departmental, etc., depending upon circumstances.

OPEN HOUSES: for employees, their families and community leaders. This is one of the surest and best devices for building job pride, company pride, industry pride. Flexible in all its considerations, including cost and coverage, it permits top management to play host and workers to share the host's role with their own families and others. Hobby shows, product exhibits and unveilings of new products, plant additions and memorials serve as variations on the Open House.

FILMS: ranging from the professionally-made 16 mm. movies of company and industry history to the simpler, cheaper slidefilms . . . and even the company-filmed or employee-

filmed movies of the company highlights, anniversaries, picnics, etc. For indoctrination, training, constructive entertainment, films are ideal.

NEWSPAPER, RADIO: the local press and radio afford an excellent means of reporting the facts and problems, the aims and achievements of the individual company . . . because, in both news stories and paid advertising, management also reaches the workers' families and neighbors. There is often added effectiveness, too, in talking to employees over the shoulder of the community public.

PLANT PUBLICATIONS AND PERIODICALS: these run the gamut from the factory and office news sheets and house organs to the special books for special purposes. Among them: the plant newspaper, magazine, annual report (and definitely not an "employees' edition" of same!); quarterly or special letters from company top executives to employees at homes; employee handbooks such as company job manuals, job evaluation and suggestion system booklets, etc. And perhaps the first and easiest for the smaller plant as well as the big one: bulletin boards, well posted, organized and policed, with departmentalization of news and orders.

It's well to keep recalling, though, that it's the *spoken* word of our own employees that counts the most, that serves as the most potent medium of all. The others are simply the primary or booster channels with which a com-

pany can hope to start on its natural way such talk as, "This is a pretty good outfit to work for."

If that kind of thing can be said about enough companies, large and small, then it won't be long before the free, competitive enterprise system itself rates the same comment.

II. The Stockholder Public

(See Charts IV and IV A)

IF ALL COMPANIES were like Ford Motor, which has only seven shareholders, stockholder relations would be a fairly intimate affair. But in most companies today, stockholders equal or outnumber the total of employees. General Motors, for example, has 425,000. Hence most managements are paying closer attention to stockholder relations than ever before.

The reasons are two: First, stockholders constitute one of the most influential of national groups, including many thought leaders in every community. Their continued confidence and good opinion is as necessary to the survival of industry as a whole as it is to the individual management. The manufacturing industries probably have in the neighborhood of 5,000,000 shareholders. The total number of America's "investors" of all sorts has been estimated at five times that number.

Second, stockholders are important to most companies simply as consumers. There are probably few sales

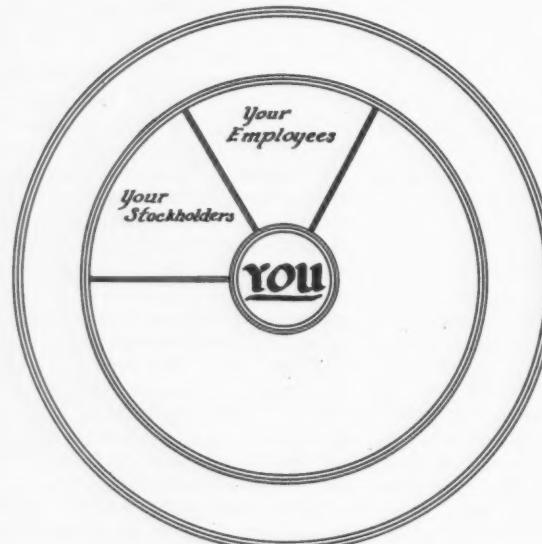


CHART IV

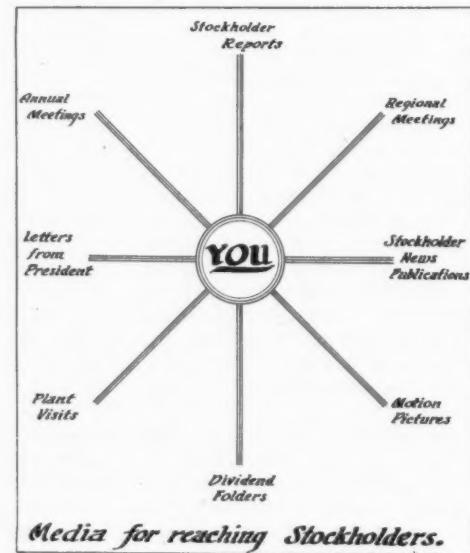


CHART IV-A

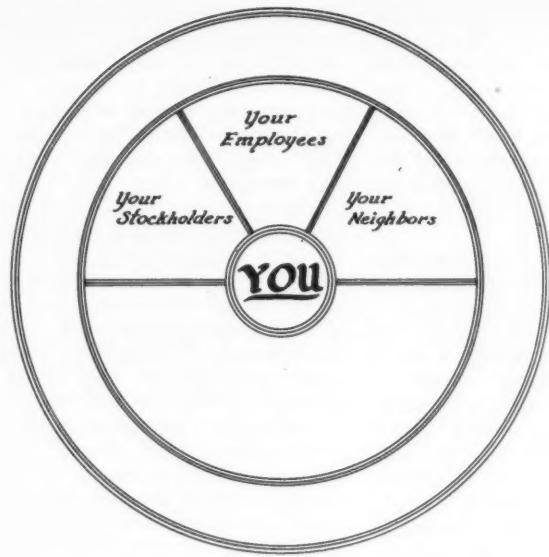


CHART V

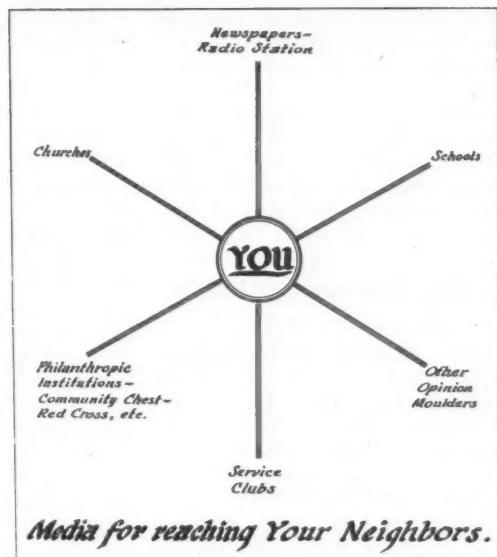


CHART VI

"prospects" among the 26,000 stockholders of the American Locomotive Company, to be sure, but General Motors recognizes many pre-disposed customers among its investors. And General Foods, for that matter, realizes that if its 70,000 stockholders were to insist on its product solely, it would have the equivalent of an exclusive market the size of Omaha, Nebraska.

The principles of good corporate relations in any area can be applied by any company, large or small. I shall always insist that Principle Number One is more complete *information* for the particular "public" in question. This principle may be utilized by any management that has a mimeograph machine and access to the U. S. mails. All refinements in the way of four-color printing, photography and films are simply a desirable "plus."

Now, how shall we inform stockholders? The nearest vehicle is the Annual Report. The best of these are: (a) lucid (b) factual (c) interesting (d) frank (e) complete, and (f) inspiring. Examples? Rather than ramble, I suggest correspondence with the Financial World which will be glad to furnish a list of the award winners in its contest for the "Oscars of Industry." Any of the winners will be equally happy to forward copies of their reports.

Another information vehicle of increasing consequence is the stockholder newspaper, whether mailed monthly or issued quarterly with the

dividend checks. This can cover—and often does—the same range of subjects announcing and interpreting corporate events and policies as does the employee publication. At all events I see no reason why stockholder papers shouldn't be human. The General Foods Stockholder News has had a good response to its messages "From the Chairman's Desk" and to its "Home Edition" featuring food information and recipes many of which, oddly enough, involve our products.

Of importance also is the Annual Meeting of stockholders. This provides an effective springboard for a statement by top management (usually widely quoted in the press). It also furnishes a healthy "safety valve" in the form of an open question period during which stockholders speak their minds with the freedom of a New England town meeting. General Mills now holds five or six regional annual meetings. Top management attends them all and some interesting films are shown.

Other elements of a good information program are (1) improved routines in stockholder correspondence and (2) advertising. "Welcome" letters to new stockholders are effective. No letter from a stockholder, whether of inquiry, praise, or complaint, should go unanswered. Nor is there any reason why stockholder advertising should be limited to dull, routine legal announcements.

In addition to information, the op-

portunities for "good will" gestures are numerous. Product tie-ups are often useful. General Foods stockholders have long prized our Christmas Gift Boxes (necessarily discontinued during the war). Anaconda can't send out sample bars of copper, nor can Harvester supply sample tractors. But Socony Vacuum made a big hit with little bags of "sovabeads," consisting of crystals made from by-products. These proved useful in the home as air-driers in cookie jars, salt cellars, etc.

The Florida Power Corporation of St. Petersburg issues an eye-catching dividend check in four colors, complete with palm trees, oranges and tropical foliage.

Basically, of course, the source of all good stockholder relations is a competent management with a solid earnings record. But full information will make any management better understood and will help to maintain confidence during economic rough weather.

Finally, I think stockholder research deserves and will get more attention. We need to know more about the group we're addressing. Just what is a stockholder, anyway—an overstuffed capitalist clubman, a panty-waist playboy, or a widow with orphans to support? We've found that most of our stockholders are hard-working housewives and salaried businessmen. They have a lot of common sense and we

feel it our duty to address them in terms that they understand.

Informed, they are among management's most loyal allies. Industry today is an essentially democratic institution and there is a definite obligation on management to keep its constituents—employees and stockholders alike—informed. Let's keep it on that basis, and take the blame if we fail.

III. The Community Public

(See Charts V and VI)

THE COMMUNITY RELATIONS phase of public relations is basically an extension of the task we call employee relations. Our audience is the worker's family, friends, neighbors, his spiritual leaders and those he elects to govern him locally.

Almost invariably the worker's plant, singly or with other plants, dominates the community. Hence the community audience or "public" is reachable first through the worker himself, at his job, or his home. How he feels about his company determines how your community feels about your company. That's why there is real importance in some of the more recent public relations maxims like "Public relations begins at home", and "Every employee a public relations man", and "Any company's top public relations man is its president."

Community relations is really neighbor-relations. A good public relations job here is simply a matter of being a good industrial neighbor—not so fanciful, once you conceive of a company as a citizen, an industrial citizen.

Here, as in the employee relations field, good public relations is a matter of *doing* rather than sounding off. Actions do speak louder than words.

For example, the best-liked industrialists in any community are usually the fellows who get elected year after year to the jobs of heading the Community Chest or the annual fund of the boys' club—the fellows who take the jobs everybody else ducks. It's no coincidence, too, that the best liked companies are often their companies.

If enough other companies would take the tip, it would help a lot. Also, in the same company, it might be well for someone else beside the president (maybe a few vice presidents, department heads and foremen) to take a share of fund-raising, local speaking, Sunday School teaching and so on. Then there might be less of this split between walnut office and machine shop.

There are so many channels for doing good, for being a good industrial neighbor—and so many and obvious media for expressing a company's aims and policies—that it seems a presumption to list them. Nevertheless, they are so often overlooked that a pointing out of some of the major avenues and contacts may serve as a helpful check list:

NEWSPAPERS AND RADIO STATIONS are ready and willing to report much of a company's story, if only the company would speak up. Most manufacturers, though, seem to underestimate the press' interest in their companies for anything but strike news. How long, for example, since the editor of your local paper has been invited through your plant, shown your products in the making?

SCHOOLS are keenly interested in what industries have to offer and say. They also present two important public groups—tomorrow's community citizens and employees, and those who teach and guide them. And the company that sees chances to loan plant facilities and equipment, furnish students materials for themes, and lends a hand when needed, will contribute a lot to better living and working, and win friends.

OPINION LEADERS or, as some call them, "thought leaders", are important in the sense that anything worth telling the public at large should be told in special detail or treatment, with special consideration and recognition, to such community leaders of public opinion as city officials, local clergymen, school principals, professional leaders, officials of organized labor (local, regional and even national), editorial writers and publishers, local popular leaders as in sports or politics, club managers, etc.

CHARITIES, Churches, Clubs, the Community Chest, the Red Cross and the local cancer and infantile drives not only offer companies a chance to supply much needed manpower from top management ranks, and a chance to furnish plant, office and equipment facilities for meetings, mailings, etc. . . . but also a chance to do a lot of good by an intelligent and generous donation policy. This latter, by the way, is as important as anything in a company's whole community relations program. Well done, it can build tremendous good will; carelessly handled, it can do great harm. In any case, it deserves top consideration. The community's churches and the service clubs

like Rotary, Lions, Kiwanis all offer worthy causes which any manufacturer should want to serve. Think what it means, for example, to have the company president and one of his machinists sitting on the same Community Chest committee—and then multiply that many fold.

Taken together, these community relations groups wield a big influence for good on ourselves and our workers—and our good deeds and forthright statements of facts can in turn win priceless support for so much of what industry seeks to do in the public interest—especially the running of a profitable, job-making business.

Companies, like citizens, can be good neighbors. It takes time, thought and care, of course. Success is worth the effort, though. For companies, like citizens, can get to be considered "right guys." If we can get enough of our companies—as companies—considered "right guys" by our own workers and plant communities, then we won't have to worry too much about "free enterprise".

IV. Customer-Dealer Public

(See Charts VII and VII A)

SALES AND PURCHASING POLICY are not normally considered to lie within the sphere of public relations practice. The public relations man who investigates the procedures of a progressive company in dealing with its dealers, distributors, jobbers, and suppliers, is due for a pleasant surprise. For he is pretty likely to discover that the men in charge of those activities have been practicing and living the principles of good public relations for years.

Let me avail myself here, to the author's own surprise, of a highly pertinent quotation from a letter which I received the other day from our Chairman, Franklyn Waltman, who observed:

"I conceive the public relations approach to customers and dealers to be the selling—not of products—but the idea that the company from whom they buy is serving a useful function."

In action, this thesis is being justified daily in a thousand different ways. Certain fundamentals are first to be observed, of course. Sound product value is so obviously important that it needs hardly to be remarked. Customer service, taking many forms, is an essential that cannot be overlooked.

Good sales relationships are today

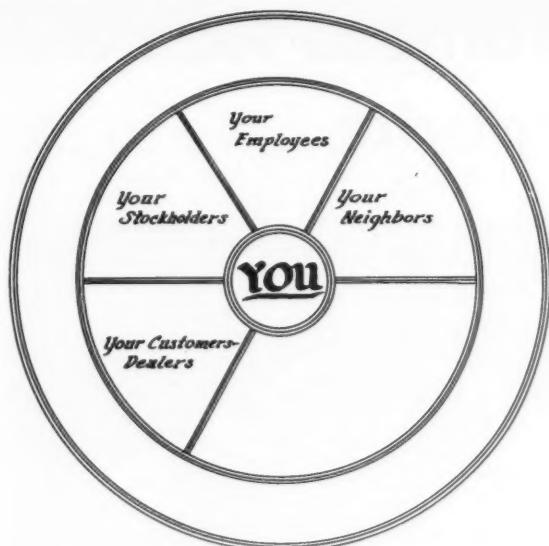


CHART VII

nothing less than a science. We've come millions of light years from the time when a winning smile or a spectacular personality could literally sell almost anything. Today Diamond Jim Brady himself would find it hard to move thousands of tons of steel on the basis of his knowledge of the night spots and the correct selection of anteprandial wines.

There are, first of all, the things that come under the heading of common courtesy as represented in a prompt

and pleasant response to telephone inquiries as well as warm and complete answers to letters and telegrams. There is finally, and fundamentally the provision of information—not only about the product but about its manufacturer and his problems, not only to the dealer but to the consumer. And this goes far beyond mere "dealer helps"—useful as they are. At its best, it amounts to education in use and value, both of the product and the manufacturing institution.

Forgive me for leaping lightly over a host of good examples which friends from many industries have supplied. Such examples are too numerous and too various to bear inclusion here. But they do support the conviction that today's best salesman is first of all a source of information concerning his company, his product, his industry, and the conditions prevailing with respect to price, demand, and supply. All the supporting forces of promotion

(Continued on page 30)

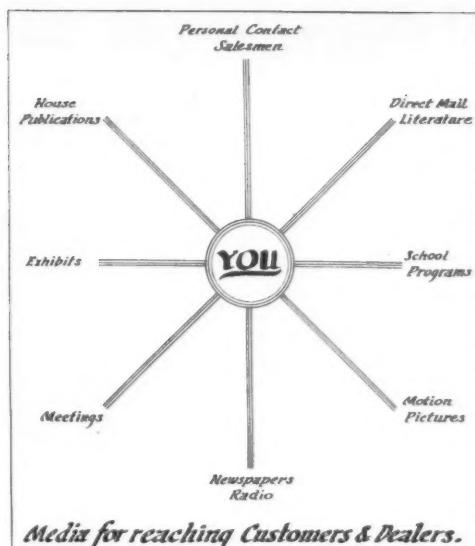


CHART VII-A



CHART VIII

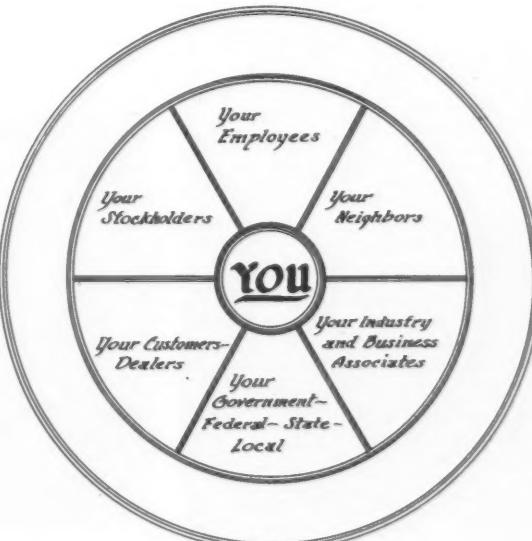


CHART IX

Ponemah — A Famous Name in Fine Fabrics

THE story of Ponemah has been one of steady growth and constant development of finer cloth manufactured both for the apparel trade and commercial use. Organized in 1865 as the Orray Taft Manufacturing Co., just after the close of the Civil War, the company did not begin manufacturing operations under the name Ponemah (an Indian name signifying great hope) until 1871.

When Ponemah Mills was first organized it was the purpose of the founders to establish a fine goods industry in the United States, since all fine cloth had previously been imported from Europe. The company first acquired a mill site consisting of 600 acres and water power with a fall of 25 feet on the Shetucket River.

There followed several years of construction work which must have astounded the people in a country which had seen but few changes since the days of Indian Chief Uncas. Indeed, it has been said that the site of the mill had been Indian "sacred soil" two centuries before the mill was constructed. The first mill built, known today as Ponemah's Mill No. 1, was 750 feet long, 75 feet wide and 5 stories high—an unusually large structure for that period. At later dates



ONE OF PONEMAH'S FOUR WEAVE ROOMS.

the company erected three other mills, two of which are still used.

Another important project in connection with the new mill was the building of a dam across the Shetucket River. This dam was 418 feet long and 24 feet high. It is reported that 60 teams of horses were required in the construction work and in hauling supplies from the nearest railroad station.

In equipping the first mill, American looms were installed but all the preparatory and spinning equipment, largely mules, had to be imported from England. With the machinery came experts and technicians to install this equipment and to teach American operators how to spin fine yarns. Many

of these men stayed as overseers after the mill went into production.

By 1879 the mill was running on fine cotton yarn, weaving an outstanding line of high count fabrics consisting of cambrics, percales, Victoria and Persian lawns and nainsook checks and stripes. In Forrest Morgan's authoritative history of Connecticut, Ponemah Mills is described as "one of the three largest cotton mills in the United States." Morgan also pays further tribute to Ponemah cloth by saying, "Its percales and fine lawns for printing have a reputation second to none in America." In addition to being the first mill in this country to use British spinning ma-

(Continued on page 32)



A PARTIAL VIEW OF PONEMAH'S FIRST MILL.



MEN'S WEAR PRODUCED FROM PONEMAH'S "SPOVEN" FABRIC.

JUNIOR ACHIEVEMENT IN CONNECTICUT

By HUGH B. SWEENEY, JR., *Executive Director for Connecticut*

ABOUT a year ago, Junior Achievement Companies were formed in a number of towns in Connecticut under the leadership of Mr. Alfred C. Fuller. During the period which has followed, 75 of these Companies were formed and experienced the problems of organizing a company, getting into production and selling a product. Junior Achievement is now entering its second year of active operation in Connecticut. The work on this program is becoming known to an ever increasing number of manufacturers throughout the State and it seems well at this time to look into what has been done during the past year as a guide to what we may expect in the future.

Junior Achievement is a national educational program whose purpose is to provide young men and women, between the ages of 15 and 21, with an experience in working for something, owning something and managing something within the structure of a business organization. This work is accomplished by their meeting one night a week during the school year under the guidance of business men and women who serve as their advisers.

The officers of the State Organization who aid Mr. Fuller are: Allerton F. Brooks, First Vice President, President of the Southern New England Telephone Company; Graham H. Anthony, Second Vice President, President of Colt's Patent Fire Arms Mfg. Company; Herman W. Steinkraus,

Third Vice President, President of Bridgeport Brass Company and Harvey L. Spaunburg, Treasurer, Vice President of Veeder-Root, Inc.

At present, Junior Achievement is operating in seven towns which are listed below, together with the name of the local Chairman of Junior Achievement.

<i>City</i>	<i>Chairman</i>
Hartford	Dwight G. Phelps
Bristol	Francis L. Haskell
New Britain	Henry Pelton
Wallingford	Robert Williams
Middletown	Carlos Ellis
Bridgeport	W. Stewart Clark
West Hartford	Arthur Merry

Within each town, the local chairman heads a board of industrial, business and professional leaders who direct the activities within the community.

The next step in the Junior Achievement organization is the large group of manufacturers and business men serving as sponsors. This sponsorship consists in guiding select employees to serve as advisers to the Junior Achievement companies. Each company needs competent advice and leadership in production, sales and record keeping. By transmitting their business skills and enthusiasm to their work with the Junior Achievement companies, the advisers are the ultimate link in helping the young men and women understand the problems of business and manufacturing.

(Continued on page 31)



LEADERS OF JUNIOR ACHIEVEMENT in Connecticut including Alfred C. Fuller, State President; W. Stewart Clark, Bridgeport; Dwight G. Phelps, Hartford; Arthur Merry, West Hartford; Carlos Ellis, Middletown; Morgan Holmes, New Britain and Robert Williams of Wallingford.

(Top) TRI-HI PHOTO COMPANY sponsored by The Hartford Times. Two Advisers: Morton Boardman and Cyril Kerber. Meeting in the Hartford Business Center at the Chauncey Harris School.

(Center) DUCHESS PRODUCTS COMPANY sponsored by Colt's Patent Fire Arms Mfg. Co. and making metal and leather products. Advisers: John Krewalk, George S. Taylor.

(Bottom) Meeting of the MODERN PLASTICS COMPANY of New Britain sponsored by North & Judd Mfg. Company. The Advisers are Russell Hutchinson, E. J. Kraus.



The Cover



NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

OUR NEW PRESIDENT, Edward Ingraham, president of E. Ingraham Company, Bristol, was recently elected a member of the National Industrial Conference Board, representing the Association.

Other Connecticut members of the board are W. Gibson Carey, Jr., president of Yale and Towne Manufacturing Company, Stamford, F. D. Layton, president of the National Fire Insurance Company, Hartford and H. W. Jones, Jr., president of the American Tube Bending Company, Inc., New Haven.

The 30-year-old Conference Board, an entirely independent, impartial and non-profit institution devoted to research and education in the fields of economics, business and management, is supported by 2,600 business concerns, trade associations, labor unions, government bureaus and universities.

★ ★ ★

AN IMPORTANT STEP in employment stabilization has recently been taken by the Electric Boat Company, Groton, which has announced plans for the immediate construction of four trawlers on "speculation", even though the firm has no orders for these boats.

L. Y. Spear, president of the company, revealed that the trawlers will

be similar in size and general characteristics to four which have newly been completed and launched—93 feet overall, with a carrying capacity of approximately 200,000 pounds and a cruising radius of more than 3,500 nautical miles.

★ ★ ★

THE TWENTY - FIVE YEAR CLUB of Arrow-Hart and Hegeman Company welcomed twenty-six members and honored three 40-year veterans recently at the club's annual banquet.

J. L. Mortensen, Van A. Johnson, Chicago representative, and Theodore Lehmann of the Hartford plant, were awarded 40-year awards by President John R. Cook.

★ ★ ★

CUSTOMERS, EMPLOYEES and stockholders of the Hartford Electric Light Company shared in the company's year-end "customer dividend" to the tune of a half-million dollars, it has been announced by President Austin D. Barney.

Customer dividends amounted to a discount of 45 per cent on December bills, a total of approximately \$381,000, while employees received

THIS MONTH'S COVER depicts another eye-arresting study of typical Connecticut winter scenery from the camera of Josef Scaylea. Photo was taken in Portland.

\$117,000, or 45 per cent of their December earnings. Stockholders will receive an additional dividend payable February 1, of approximately \$86,000.

Mr. Barney revealed that the "customer dividend" was possible because of "abnormally heavy demands for electricity, coupled with the fact that plant expansion, with corresponding capital investment, has been retarded during the last five years. The abnormal volume of business per dollar of investment is reflected in the earnings for the year, thus creating a margin which can be shared."

★ ★ ★

WALLACE R. PIERSON, president of A. N. Pierson, Inc., and one of Connecticut's foremost businessmen, died recently at his home in Cromwell.

Mr. Pierson, who was widely known in the florist industry, was active in several civic, fraternal and trade organizations. He is survived by his wife, two sons and five grandchildren.

PAPERBOARD SINCE 1850 — FOLDING BOXES SINCE 1895

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IT'S 2 TO 1 HE WILL BE INJURED AWAY FROM WORK

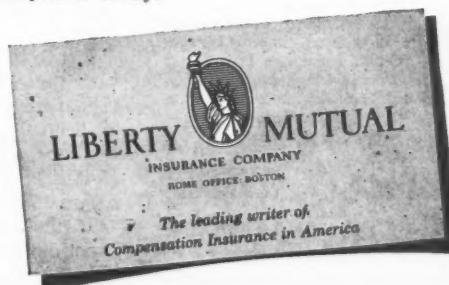
New Group Accident and Health Policy "Works to Keep Him Safe" In the Home On, the Highway. Now Liberty Mutual offers a new Group Accident and Health plan for Connecticut employers with many new advantages over other plans.

It extends Liberty Mutual's comprehensive loss prevention program, which has won this company leadership in the field of Workmen's Compensation, to protect your employees in the home and on the highway. By safeguarding your workers from accident and sickness while away from their jobs, interruptions in production are reduced for you. Costs are kept down. And the health and welfare of your employees are protected.

In addition, the Liberty Mutual plan relieves you of the expense and heavy responsibility of investigating and paying claims. Through our nearby branch office, skilled claimsmen are immediately available to settle

claims promptly and fairly. Their broad experience in handling medical claims will work to restore injured employees more promptly to their jobs. The possibility of disputes with your employees is reduced because all claims are settled through a neutral party.

Liberty Mutual will be glad to submit, without obligation, a custom-made plan for your company. Write or telephone today.

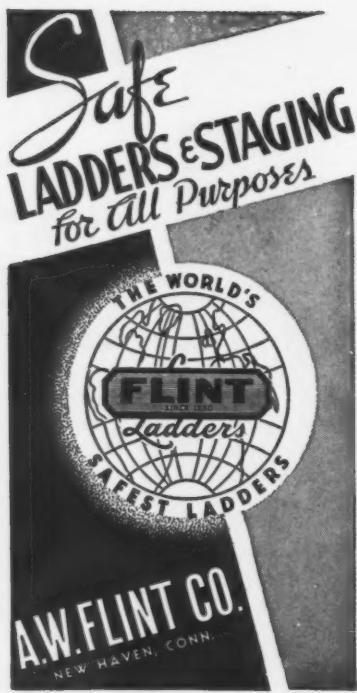


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A NEW TYPE all-electric typewriter will shortly go into production at the Hartford plant of the Underwood Corporation, according to a recent announcement of vice-president Frederick U. Conard.

Engineers at Underwood's Research Laboratory in Hartford have developed a completely new post-war design aimed at stepping up writing production and reducing much of the physical fatigue associated with the use of a standard typewriter. The new typewriter will be furnished with power by a 110-volt 60 cycle motor.

Entering this new field, the Underwood Corporation joins International Business Machines Corporation as one of the first companies in the country to manufacture electric typewriters.

★ ★ ★

THE "EARNEST AND definite intention" of the International Silver Company, Meriden, that "all of our people shall continue to share in the progress and prosperity of the company," was reflected in the year-end bonus exceeding \$500,000 paid to about 4,000 employees of that company last month.

Evarts C. Stevens, president of the firm, in announcing the bonus, stated that hourly and piecework employees would receive the equivalent of 100 hours pay at straight time and office and other salaried employees would be paid 5 per cent of their annual salary.

★ ★ ★

OPTIMISM FOR THE eventual recovery of both the economy and political stability of the western European countries was expressed by Henry D. Rolph, director of export sales for Yale and Towne Manufacturing Co., of Stamford, upon his recent return from a two-month inspection trip to Europe.

Mr. Rolph, who has been associated with the Stamford firm for 38 years, visited the company's British plants at Willenhall and Wednesfield, its sales representatives in Belgium, Holland, Denmark, Norway and Sweden, with regard to branch plant manufacturing and the distribution of materials handling equipment manufactured by Yale & Towne's Philadelphia and Automatic Transportation Co. divisions.

★ ★ ★

THE HARTFORD ELECTRIC Steel Corporation, Hartford, producers



JOHN S. CSAKLOS

of steel castings, have announced the appointment of John S. Csaklos as works manager, in full charge of all production and foundry operations.

Mr. Csaklos has been associated with the Reading Steel Casting Division of the American Chain and Cable Company, Reading, Pa., as foundry superintendent and prior to that was employed by the Sterling Steel Casting Company, East St. Louis, Ill.

In announcing Mr. Csaklos' appointment, officials of the company revealed that a plant modernization program, including the installation of new machinery, and the development of modern operation techniques is being carried out by the firm.

★ ★ ★

AS KEY SPEAKER at the annual dinner meeting of the Bridgeport Manufacturers Association held recently in Bridgeport, Robert R. Wason, president of the National Association of Manufacturers prescribed that industry must "fight back" for its rights, and called our present government a "push over" for the labor unions' economic dictators who control the lives and restrict the welfare and liberties of the people.

Mr. Wason expressed the fear that the need for restoration of equality to industry with labor before the law has not yet been recognized by the major political parties.

W. Stewart Clarke, president of the Bridgeport association presided at the meeting at which Edward Ingraham, new president of the Manufac-

turers Association of Connecticut, also spoke. Mr. Wason, who is also president of Manning, Maxwell & Moore Company, Bridgeport, was introduced by Hamilton Merrill, executive vice president of that concern.

★ ★ ★

OFFICIALS OF THE Sidney Blumenthal & Co., Inc., Shelton, Conn., and New York, recently announced the appointment of Commander Warner W. Bayley, U.S.N. (Retired), as Research Director.

Commander Bayley was educated in private schools in Washington, D. C., and Vevey, Switzerland and was graduated from the U. S. Naval Academy.

Following five years of active Naval duty, he became associated with the American Brass Company until 1940, when he re-entered active duty with the Navy. He served as Assistant Chief of Naval Communications and was awarded the Navy Commendation ribbon and the Order of the British Empire.

He has been connected with the Anaconda Copper Mining Company as an industrial specialist in that company's research department since his separation from the Navy early in 1946.

★ ★ ★

HOWARD S. PALMER, president and trustee of the New York, New Haven and Hartford R. R. Co., recently disclosed that the trustees of the road have filed a petition with the Federal District Court for Connecticut for twenty-seven new sleeping cars of the most modern design.

The new cars will be of lightweight design, with stainless steel exteriors, according to Mr. Palmer, with interior appointments "of the very finest, with all the latest devices to insure maximum comfort for travelers." They will be used on "The Owl", the famous New York-Boston all-sleeper train, and on the "Federal Express" which operates between Boston and Washington.

Twenty-one of the new sleepers are scheduled to be of the roomette-bedroom type, each car having fourteen roomettes and four double bedrooms, while the other six cars each will have twelve duplex single rooms and five double bedrooms.

★ ★ ★

GARDNER E. WHEELER, president of The G. E. Wheeler Co., New Haven, recently announced the ap-

ARE YOU READY FOR THE KEEN COMPETITION AHEAD?

Recent wage increases, and the practical certainty of more to come, will soon eliminate profits for all but the low-cost manufacturers.

Higher prices that may be allowed by OPA can only delay this. Labor will be certain to demand higher wages proportionate to price increases. It is a basic economic truth—which has been all but forgotten during recent years—that in normal times high prices restrict markets, while low prices expand them.

The farsighted manufacturer will strive to put himself in a position where he will not have to rely on high prices for a profit. When the present backlog of urgently needed orders have been used up, low prices—quality considered—will be the most effective sales argument against competitors.

Many manufacturers are doing just that today by modernizing their management controls—Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Engineers.

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FOR LOW COST MASS PRODUCTION, STEEL PRODUCTS ARE
NOW MADE FROM STAMPINGS IN COMBINATION WITH OTHER
STAMPINGS AND/OR SCREW MACHINE PARTS AND COPPER
BRAZED IN HYDROGEN ATMOSPHERE. THESE ASSEMBLIES
OFTEN REPLACE CASTINGS AND COSTLY MACHINED PARTS.

WE CAN GIVE PROMPT SERVICE ON COPPER BRAZING, SILVER BRAZING
AND BRIGHT ANNEALING OF ALL FERROUS METALS. ALSO FURNISH
COMPLETE ASSEMBLIES TO YOUR SPECIFICATIONS.

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WOODMONT, CONN.

"Connecticut's Largest Copper Brazing Plant"

pointment of his son, Gardner E. Wheeler, Jr., to the posts of vice president, secretary and assistant treasurer.

Mr. Wheeler, Jr., a graduate of Brown University with a degree in mechanical engineering, had been employed as production manager of the Hammel-Dahl Co., of Providence. He is a member of the American Society of Mechanical Engineers, and the Providence Engineering Society.



GARDNER E. WHEELER, JR.

President Wheeler revealed in his announcement that the industrial welding and sheet metal manufacturing facilities of the firm have been greatly expanded to meet post war requirements, and that Mr. Wheeler, Jr., has organized an industrial equipment division representing such firms as Browning Manufacturing Co., Western Manufacturing Company and the Hammel-Dahl Co.

★ ★ ★

THE REOPENING of the Chicago branch office of the Farrel-Birmingham Company, Inc., Ansonia, has recently been announced by company officials.

Harry Temporal, who has been connected with the firm for 26 years has been placed in charge of the office which is located at 120 South La Salle Street, Chicago.

Mr. Temporal, formerly Chicago office manager, has been in charge of company branch offices at Cleveland and Akron, and has served in the sales departments at the Ansonia and Buffalo plants.

★ ★ ★

THE EMPLOYMENT of the hard of hearing in business and industry was advocated by the American Hear-

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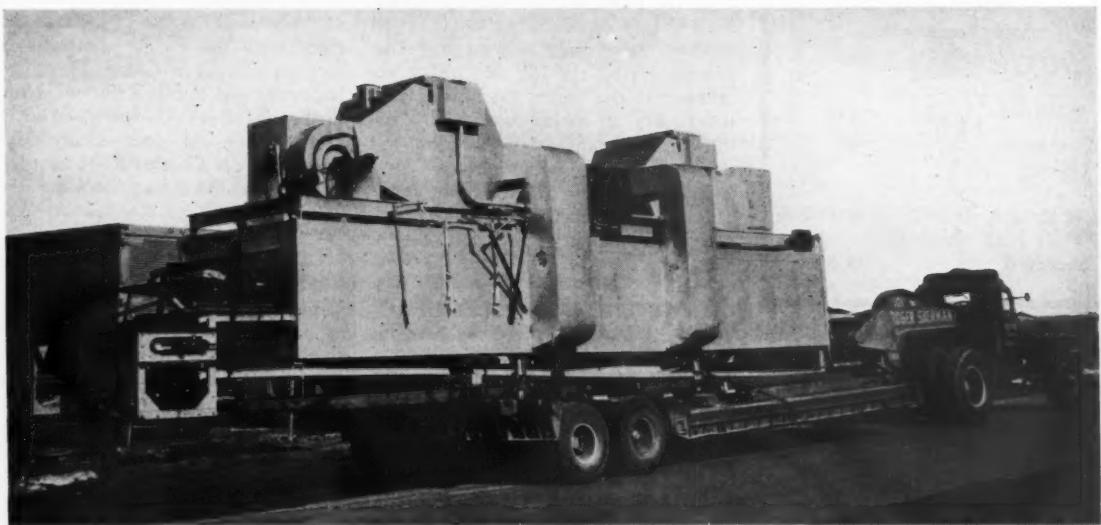
A black and white photograph showing the exterior of a large, two-story industrial building. The building has a prominent entrance with several columns and a set of wide steps leading up to it. The facade appears to be made of light-colored stone or brick. There are multiple windows along the sides of the building.

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ing Society recently, and it was demonstrated that a person with an effective hearing aid or who is a skillful lip reader can be placed in responsible positions with little difficulty.

The Society, which was organized in 1919 for the purpose of "improving the education, economic and social conditions among both adults and children whose hearing is impaired,"

pointed out that the group's rehabilitation program has trained many persons for positions as statisticians, accountants, typists, clerks and production workers, who have been effectively placed in positions in industry and business.

The selective placement techniques used in interviewing and placing the hard of hearing and other handicapped workers have been refined and improved during the last few years, according to the society, and these new procedures are being successfully applied to veterans whose hearing has been affected by war service.

The society's three Connecticut chapters are located in Hartford, New Haven and Bridgeport.

★ ★ ★

CONNECTICUT MANUFACTURERS looking toward the development of export markets in the Far East and India, should be interested in the recent establishment of the first American trade association devoted to promotion of United States trade throughout those Asiatic countries.

The creation of the association has been effected by a decision of the American Council of Commerce and

Industry to increase its scope of activity beyond China, and as a result, the council's name has been changed to the Far-East American Council of Commerce and Industry.

The council, under the leadership of Arthur B. Foye, president, has a membership of approximately 400 companies, representing a cross-section of American industry interested in trade with the Pacific areas. Its officers include C. S. Ching, Director of Industrial and Public Relations, United States Rubber Company; Lee H. Bristol, vice president, Bristol-Myers Company and Charles R. Hook, president, The American Rolling Mill Company.

★ ★ ★

THE RESIGNATION of Eugene E. Wilson as vice chairman of the board of directors, United Aircraft Corporation, was recently announced by Frederick B. Rentschler, board chairman.

Mr. Wilson has been associated with the aircraft company since 1930, when he resigned as a commander in the U. S. Navy after a distinguished 25-year career to accept the presidency of Hamilton Standard Propellers.

CASTINGS



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Physical, chemical and X-Ray control are assurance of the high quality of HAMPDEN products from raw metal to the finished part.

**PATTERN SHOP
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He was elected president of the corporation in 1940, and three and a half years later resigned that post to devote his time to duties as vice chairman and to work with other leaders of the aircraft industry toward the establishment of long-range air power policies for the preservation of national security and the expansion of peace-time trade and commerce.

★ ★ ★

ACCORDING TO A RECENT survey conducted by the National Foremen's Institute, Deep River, foremen want more of a hand in management transactions with unions, but the majority of supervisors are given little opportunity by management to take part in company relations with organized labor.

The Institute polled 1,000 foremen in more than 20 industries on the question "Which duties should be assigned to you so that you could do a better job?" with the following results: 17 per cent asked to join in union contract negotiations; 20 per cent want something to say about the related matter of wage rates; 10 per cent would like the responsibility for dealing with union shop stewards; 10 per cent ask for the job of handling employee grievances.

The growing interest of foremen in company policies on labor relations is one finding of the survey which the Institute is distributing as "A Report on Foremanship Attitudes," copies of which may be obtained from the National Foremen's Institute, Deep River. Other findings show the present duties and responsibilities of foremen as they reported them to the Institute, the ways in which they think top management should improve their status, and the types of information and training foremen seek in order to do their jobs better.

★ ★ ★

THE RETIREMENT of Charles M. Yale as superintendent of distribution for the Hartford Electric Light Company and the appointment of Harry K. Williams to succeed him was announced recently.

Mr. Yale, who has been in charge of the overhead and underground distribution system for the company since 1936, is completing 46 years of service with the company.

Mr. Williams joined the company in 1922 upon graduation from Rensselaer Polytechnic Institute and in

1936 was made assistant superintendent of distribution.

★ ★ ★

THE PROGRESS OF preliminary designing and engineering of a new helicopter to be manufactured in the Hartford industrial area by the Kaman Aircraft Corporation, now of West Hartford, indicates that the industry will be well on its way by the end of this year, according to the firm's president, Charles H. Kaman.

The objectives of the corporation are the production of a simple, economical helicopter that will ultimately fit into the price range of \$3,000 to \$5,000 in mass production, and it is expected that the first test flight will be made early this year.

The company plans soon to complete negotiations for manufacturing quarters at Bradley Field where it will concentrate its present production operations now progressing in five different locations in this area.

In addition to Mr. Kaman, the principles in the corporation are Victor M. Mittlefehldt, administration head, formerly of Pratt & Whitney Aircraft Division, United Aircraft Corporation, and Lewis Schuler, who was connected with the rotary wing laboratory at Wright Field while serving in the Army Air Force.

★ ★ ★

JOSEPH M. MERROW, president of the Merrow Machine Company, Hartford, was honored recently by the Uriel Lodge, A. F. & A. M. at the Masonic Hall in his home town of Merrow, Connecticut, and at that time was presented a 75-year Masonic emblem.

Mr. Merrow who is well known in Connecticut industrial circles, has been an inventor since boyhood and holds in his name several important patents on features of industrial machines for crocheting and over-seaming.

★ ★ ★

THE NEW BRITAIN Die-Casting Corporation recently joined the industry ranks of that city, with George Podlasek as president.

Mr. Podlasek, a native of New Britain, was formerly associated with the New Britain Machine Company, Spark Wheel Co., of New York and the Speed Machine Co. of New York, of which he was part owner.

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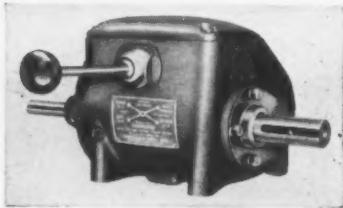
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WILLIAM A. DOWER, executive vice president of the Hartford Chamber of Commerce, has been named a member of the curriculum committee of the North Eastern Institute for commercial executives, a training organization for chamber of commerce administrators.

The institute is conducted by state societies of chamber managers in conjunction with the United States Chamber of Commerce.

★ ★ ★

THE NEW FIRM OF Radio Corp. of Connecticut has been incorporated in this state for the manufacture of television sets and phonographs, with production facilities set up in a plant formerly used by the Saybrook Woodworking Company in Westbrook.

R. C. Currier, president of the firm has revealed that the first television sets produced by the company will be equipped to receive sendings from New York City. It is the plan of the new concern to have a television showroom which will be open to the public during certain hours in the afternoon and evening when programs from New York may be viewed.

John S. Muskatello, formerly with the government as an electronic engineer, is vice president of the company and Armand E. Picche, who served in the Navy as a radio expert, secretary.

★ ★ ★

THESE ILLUMINATING ESTIMATES on the cost of strikes during the first nine months of 1946, developed by noted economists and statisticians, were published recently by the National Association of Manufacturers:

Man days lost total the almost astronomical figure of 98,225,000. Losses in wages to workers themselves during those nine months run close to \$1 billion, assuming eight-hour days at the low-estimate pay of \$1 per hour.

Losses to the government in personal taxes would approximate \$100,000,000.

As for the public—the cost in available goods has been 3 million trucks and automobiles; 11 million short tons of badly needed steel ingot castings; 113 million short tons of bituminous coal; over 3 billion board feet of lumber; 1 million mechanical refrigerators; 415,000 washing ma-

chines; 95,000 electric ranges and 75,000 gas water heaters.

The figures demonstrate that those employees who were ordered out on strike after strike have actually lost much more than they have gained. Mentioning specific industries, the report showed that steel workers will have to work three years to make up the wages they lost by striking for an extra three and one-half cents an hour. Electrical workers are estimated to have lost a total of \$53 million in wages; bituminous coal workers a total of \$30 million; lumber workers and meat packing employees, a total of \$19 million each.

★ ★ ★

THREE CONNECTICUT industries have had a strong hand in the development of two significant new products introduced recently in the fields of transportation and educational toys.

The Connecticut Telephone and Electric division of Great American Industries, Meriden, is producing for the first time an all-plastic telegraph instrument which is now scheduled to be sold retail for slightly over \$5.00, for a set of two relays. The plastic elements of the new sets are products of the La-Pointe Plascomold Corporation, Unionville.

The sets are equipped for real distance communication and are expected to be popular with American youth, for which telegraphy has had a strong appeal for nearly a century.

Along transportation lines, a new railway signal, rapidly being added by the railroads of the country sends a lighted numeral eight through the sky to the height of a quarter of a mile.

The light changes from white to red in the event of an accident, so that approaching trains will be warned of danger ahead. The equipment, which is called an oscillating light, was evolved by Mars Signal Light Company, Chicago, collaborating with L. L. White, vice president of the Chicago and North Western Railroad. A vital component in the light is a series of bearings manufactured by Fafnir Bearing Company of New Britain.

★ ★ ★

THE 25-YEAR CLUB of The R. Wallace & Sons Mfg. Co., Wallingford, met for its annual dinner recently, honoring its more than 308 members. John W. Leavenworth, chairman of the board of directors of the company, presided.



(Top) MEMBERS OF THE WALLACE 25-YEAR CLUB at the group's Annual Dinner (left to right) Maurice Barry, pensioned after 57 years of service; Charles G. Myers, pensioned after 62 years of service.

(Bottom: left to right) E. B. Danzell, Superintendent of Sterling Division; Louis Page, former foreman of Sterling Flatware Trim and Polish department and Donald W. Leach, Vice President and General Sales Manager at the Wallace 25-Year Club annual dinner.

The group was addressed by Dr. James L. Ellenwood, executive secretary of the New York State Y. M. C. A., on the subject "Who Wants to Work".

Louis Page, age 84, who was pensioned in 1941 after 64 years of service, attended the club's annual celebration as the firm's longest service employee.

★ ★ ★

THE HARTFORD CHAPTER of the Society for the Advancement of Management recently announced the formation of five round table discussion groups to meet every other week to deal with subjects of current importance to industrial management.

Group I, under the leadership of Archie W. Williams, American Hardware Corporation, New Britain, will meet on Monday evenings and will treat on "Effort Rating". The meetings are scheduled at the Hartford Law School.

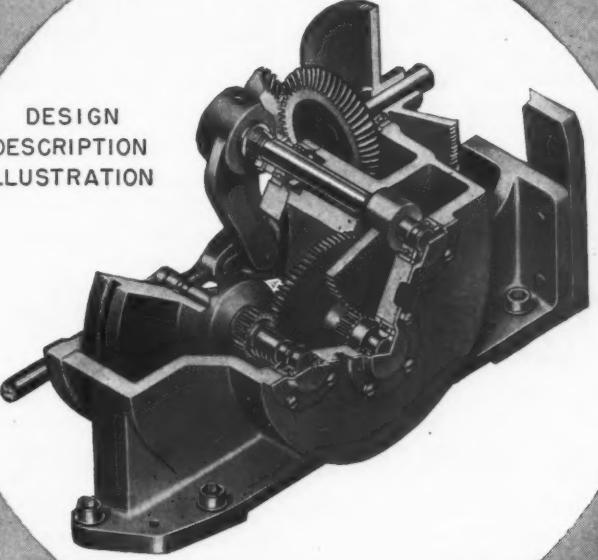


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ECONOMIC AND OPERATING REPORTS
RAILROAD ELECTRIFICATION
VALUATIONS

BOSTON

NEW YORK

Rex B. Grey, The Trumbull Electric Mfg. Co., Plainville, will head the second group on Tuesday evenings at the Trumbull Electric assembly room in Plainville. This group's study will be devoted to various phases of the subject, "Standard Data".

"Time Study for Assembly Operations" is the subject scheduled for study by the Wednesday evening group under the direction of Bill Scheld, M. H. Rhodes Company, Hartford. This group is scheduled to meet at the Hartford Law School.

On Thursday evenings, Group 4, led by Donal Taff, Corbin Cabinet Lock Co., New Britain, will discuss important phases of "Personnel Relations", and on Mondays, alternating with the first group, Rob Roy Gregg, Management Consultant, will preside over the "Industrial Management" sessions, at which the study of production planning, cost control, and the management of manpower—staff, line and functional, has been scheduled. Both of these groups will meet at the Hartford Law School.

SOME MEASURE OF THE buying power of the Connecticut farm market is revealed by figures from the 1945 Census of Agriculture which show that Connecticut farmers received \$89,185,727 for farm products sold, and hired farm workers received \$18,890,427 in cash wages in 1944, according to a report issued by Director J. C. Capt, Bureau of the Census.

★ ★ ★

AT PITNEY-BOWES, INC., at Stamford, a new employees' vacation policy, providing up to four weeks with pay, has been inaugurated.

The plan, based on a sliding scale of seniority, starts with two weeks' vacation with pay for workers employed ten months, with lesser vacation for lesser service.

After serving ten years, employees get an extra day's vacation with pay for each year served up to three weeks for employees with fifteen years' service. On reaching twenty-five years, workers are to receive four weeks vacation with pay. The plan applies to

factory and office workers and labor and management alike.

★ ★ ★

THE CONSOLIDATION of the Kellogg and Bulkeley Company and Case, Lockwood and Brainard Company recently brought together two of Hartford's oldest printing firms, well known to the buyers of printing in the Hartford area for more than a century.

Although under the merger the two companies carry the corporate title of Connecticut Printers, Inc., the firms continue to operate under their present names, as divisions of the new corporation, without change in present plant facilities.

The Kellogg and Bulkeley Company was originally established as the D. W. Kellogg and Company in 1832, and in 1872 the current title was taken on. It is the oldest lithographic firm in the United States.

Case, Lockwood and Brainard Company grew from Case, Tiffany and Company, organized in 1836, and incorporated under the present title in 1873.

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WITH DOUBLED RUST RESISTANCE

A new, chemical immersion process now gives attractive colors to Parkerized iron and steel without applying paints or enamels. Among other important advantages, this new process more than doubles the life and rust-inhibiting efficiency of Parkerizing. May be applied to any article that can be Parkerized, such as bolts, nuts, screws, springs, castings, stampings or fabricated mechanical parts.

Color Parkerizing will give protection previously provided only by more expensive processes. Black meets many industrial requirements. Produced in this way—with its high rust resistance, it is unusually interesting to manufacturers. Send for descriptive folders.

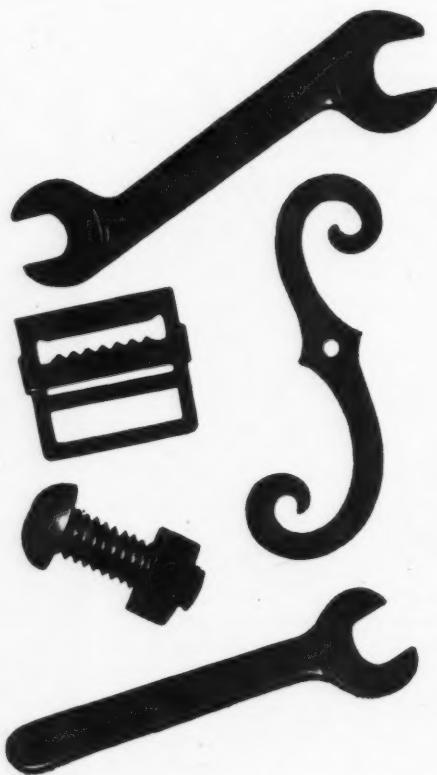
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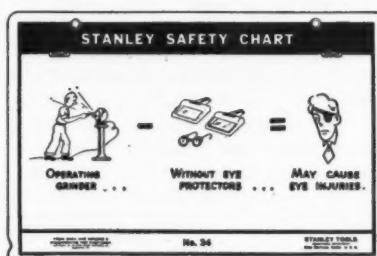
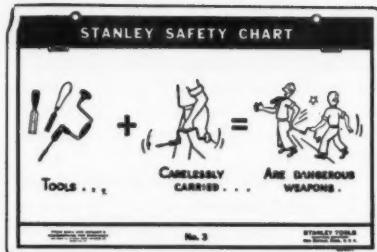
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PORLTAND, CONNECTICUT





TWO OF THE SERIES of 36 Stanley Safety Charts designed to promote safety in industry.

TO HELP PREVENT ACCIDENTS in industrial plants, and to stimulate interest in safety practices among plant employees, Stanley Tools, New Britain, has prepared a series of thirty-six safety charts, each carrying a complete safety message.

The charts are humorously illustrated, enlivened by color and accompanied by brief wording. Mounted on both sides of heavy cardboard, the charts measure 18" x 12", and are equipped with two metal grommets at the top to permit hanging on hooks. Surfaces of the charts are lacquered so that they may be cleaned easily.

The company is offering the charts in sets of 18—printed on both sides—to industrial plants at the cost of printing and postage, \$2.50 per set in the United States.

Stanley's Educational Department has also made the series available to schools, and has added several charts pertinent to school shop safety.

★ ★ ★

NORRIS W. FORD, Executive Vice President of the Association, has recently been appointed to the Board of Directors of The National Industrial Traffic League, and Vice Chairman of the League's Executive Committee, to serve for the fiscal year ending October 31, 1947.

The League, which is devoted to the promotion of "sound economical transportation" has as its president Alonzo Bennett, Vice President, Federal Com-

press & Warehouse Co., Memphis, Tenn.

★ ★ ★

AS AN INDICATION of the increasing impact of strikes upon the Connecticut economy, we submit the following figures from the State Department of Labor beginning with October 1, 1939 through June 30, 1946:

Date	No. of Employees	No. of Strikes Involved
Oct. 1, 1939 to June 30, 1940	14	1,681
July 1, 1940 to June 30, 1941	34	16,611
July 1, 1941 to June 30, 1942	40	9,880
July 1, 1942 to June 30, 1943	24	4,383
July 1, 1943 to June 30, 1944	26	6,388
July 1, 1944 to June 30, 1945	44	18,107
July 1, 1945 to June 30, 1946	62	69,369

Meet Our New Directors and Officers

(Continued from page 8)

Mr. Bodine is a graduate of Lehigh University, where he received his degree in mechanical engineering in 1915. He began his business career at the Winchester Repeating Arms Co., New Haven, and has subsequently served in an executive capacity in the following plants: Watervliet Arsenal, Watervliet, New York; Hunter Arms Co., Fulton, New York; Columbia Phonograph Co., Dictaphone Corporation and Raybestos-Manhattan, Inc., all of Bridgeport, where he served respectively as works manager, vice president and assistant to the president.

In 1933 he formed the Bodine Corporation of Bridgeport, manufacturers of machine tools, of which he is president and treasurer.

Besides being a director, officer or trustee in nine business, association and civic organizations, he is now serving his third term as president of the Bridgeport Chamber of Commerce. He is also an active member of a half-dozen clubs, a 32nd degree Mason and a member of the Presbyterian Church.

Mr. Coolidge is a graduate of Amherst College, class of 1928. From

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1928 to 1941 he served the New Haven Railroad in various capacities in the operating, accounting, purchasing and passenger divisions, being a traveling passenger agent when he resigned in 1941 to become president and treasurer of The Connecticut Manifold Forms Co., makers of continuous and one-time carbon business forms. He has served as treasurer of the Association for the past two years.

Mr. Bingham, who attended Mary-

ville College at Maryville, Tennessee and Wooster College, Wooster, Ohio, has been affiliated with the Association since January, 1929, when he first became editor of the Association's publication, Connecticut Industry. Although he is still editor and business manager of the publication, he has served as commercial secretary of the Association and has been in charge of all promotional, public relations and publicity activities for more than 10

years. He is the author of a series of thumb-nail sketches of 270 Connecticut industries syndicated in Connecticut newspapers in 1930, and has since written more than 100 full length historical articles on Connecticut industries.

Besides his public relations and publicity activities, he has helped to organize numerous group conferences for the Association and affiliated organizations, as well as to aid in the staging of many exhibits, including the Tercentenary Industrial Exposition in 1935. He was also a co-leader in the first Man-Marketing Clinic, sponsored by the Hartford Times in 1940, and inaugurated local conferences between management and members of the clergy in 1942 in Bridgeport, New Haven, Bristol, Hartford and Torrington. He will continue his present activities as director of development in addition to his new duties as secretary of the corporation.

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RACEWAYS & FITTINGS

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WATER COOLERS

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24 Hour Maintenance Service Throughout New England

BOSTON WATERBURY	PORLAND SPRINGFIELD	BRIDGEPORT HARTFORD	WORCESTER	NEW HAVEN PROVIDENCE
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A Plan for Action In Public Relations

(Continued from page 15)

are bent toward reinforcing him in that role. He is then, second, a real help to anyone who plans to sell or use his product.

As for a company's relationships with its suppliers, we have had much new knowledge thrust upon us by the war. If purchasing men ever had a tendency to the lofty attitudes with which they are credited, they have certainly had to scramble down out of the stratosphere in recent years.

Again, as in stockholder and dealer relationships, there are certain fundamentals without which no verbal or written expressions of good will can succeed. Sincerity of purchasing policy is as important in peace as in war. No good customer (the best purchasing men tell me) will allow a purveyor to lose money on a deal nor will he change from one supplier to another for quixotic or emotional reasons. He will buy on a basis of long-range value, he will be courteous, he will supply all needed information as to specifications, amounts, and date and place of delivery and he will above all train himself and his aides to regard the purveyor as a member of his own team.

The search for improved materials

or economies in purchasing is, at all times, a major management function. This attitude has brought fortunes to the doors of companies that appreciated its importance.

V. Industry & Business Associates Public

(See Chart VIII)

TIME DID NOT PERMIT the development of this subject during the panel session. It may be said, however, that the same sincere efforts used to develop good will among other groups should be utilized to make friends in your own industry and among your own business associates, for the human factors in this grouping can be either "stepping stones" or "stumbling blocks", depending on their reactions toward you and your company.

VI. The Government Public

(See Chart IX)

OUR SIXTH SPECIAL PUBLIC, "Government—Federal, State and Local", should be the least important of all. Were all our activities in line with the general welfare and common good, had we provided opportunities for our employees, our stockholders, our neighbors, our customers and our business associates to know and understand what we are doing and trying to do, then we would have no need to worry about government.

Unfortunately we have not done the job as it should be done with our first five publics. Government remains the No. 1 factor with which business must contend. But that is because of public pressures, and the way to cure that is to change the pressures of the first five publics we have discussed. Little that is effective can be done directly with government if you ignore these other publics.

With rare exceptions, your Congressman, your State legislator and your Councilman or Commissioner does in most things what he believes a majority of his constituents want him to do. This is true irrespective of party labels. After all, it is only human nature that their first concern is to remain in office. Experience has demonstrated too often that only retired or dead politicians can afford the luxury of being statesmen.

There are, however, a few fundamental things that should be done as a matter of course with government. You should make it your business to

know personally your Congressman—the members of the Legislature from your area and your local officials. Plan that they should know you and your company. Send them your Annual Report, calling attention to a page or two where you recite the social and economic contribution you are making. Send them other literature about your company activities. Invite them to visit your plant. Explain to them what you are doing and the motives inspiring you.

Junior Achievement

(Continued from page 17)

Under the leadership of the advisers, the companies sell stock to secure their initial capital. They select, perhaps even design, a product or service and get it into production. Their work does not end with sale of the product because in their activity they keep accurate records, pay wages, learn the fundamentals of corporate procedure.

Junior Achievement's greatest need in the future is an ever increasing group of advisers, able by their leadership and example, to transmit an understanding of their work to the members of the Junior Achievement company for it is by the example of the adviser that the teen-agers in junior achievement form their impressions of industry in Connecticut.

It is fortunate that right from the start, Junior Achievement has attracted the services of numbers of men who meet this basic requirement. Through the assistance of the sponsors and through increasing understanding of the work that Junior Achievement does, it is to be hoped that more business men will interest themselves in this opportunity to present the story of American business to the young men and women who will be the employees and customers of tomorrow.

Following is a list of Junior Achievement sponsors in Connecticut:

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Gray Manufacturing Company
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Capitol Candy Company
The Hartford-Connecticut Trust Company
Hartford Courant Company
WDRC Company
Sage-Allen Company
Whitney Chain Company
International Business Machine Company

NEW BRITAIN

WKNB Radio Station
P. & F. Corbin
Landers, Frary & Clark
North & Judd Manufacturing Company
The Faenir Bearing Company
The Stanley Works Company
The Stanley Tool Company
Russell & Erwin Manufacturing Company
New Britain Machine Company
Burritt Mutual Savings Bank—
New Britain Trust Company

WALLINGFORD

Wallace & Son's Company
American Cyanamid Company
Wallingford Steel Company
H. L. Judd Company

WEST HARTFORD

WTHT Radio Station
Capitol City Lumber Company
The Jacobs Manufacturing Company
The Holo-Krome Screw Corporation
The Hartford Steel Ball Company
The Wiremold Company

BRISTOL

Humason Manufacturing Company
Lorraine Shoe Company
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Superior Electric Company
E. Ingraham Company
Bristol Brass Corporation
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Horton Manufacturing Company

MIDDLETOWN

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The J. A. Otterbein Company
Charles L. Jarvis Company
Auburn Manufacturing Company
Andover Kent
Russell Manufacturing Company
Robert Gair Company, Incorporated

Ponemah

(Continued from page 16)

chinery, Ponemah was also the first manufacturer in America to use long staple Egyptian cotton.

From the beginning of its operations, Ponemah's management has consistently held to the conviction that improvement in the art of producing fine fabrics was a fixed need in the textile trade. Now and in the past there have been many followers but few originators. As a result of its continuous policy of progression, several of Ponemah's developments have become household words, not only in the trade but also in practically every household in the country. For example, the name "Soiesette," a Ponemah development, was for years known to most every housewife in the country. Ponemah Mills is also noted as a leading producer of typewriter ribbon cloth, which equals or surpasses any domestic or imported cloth of that type.

Since Arthur B. Barnes assumed the management of the company when he became its Treasurer and General Manager in 1938, much of the equipment then in use has been replaced with modern automatic machines. Although the program for re-equipping the mill has been retarded by the war, much along these lines has been accomplished. One great step made in the constant endeavor to improve the quality of the mill's product was the installation of a completely equipped air conditioned laboratory. This laboratory has been of great assistance in stabilizing quality. Through its use during the war Ponemah produced over ten millions of yards of balloon cloth without a single yard of it being rejected. In spite of the many millions of yards of many types of fine cloth it produced for balloons, shirt-

ings and other uses, Ponemah was able to meet every one of its promised deliveries on time.

For many years now the company has been experimenting with new types of cloth. It was the developer and first large producer of a satisfactory high count cloth made from 1.0 denier rayon fibre. This is the cloth referred to some time ago by Walter Winchell as a post-war "Miracle" cloth. It is widely known today in the trade by that name, although its registered name of "Spoven" is equally well known. This name is to be found on the labels and tabs of many of the dresses, blouses, playsuits and even bathing suits of well dressed women. It is also to be found on men's shirts, pajamas and shorts.

When rayon fabrics became popular a few years ago the operations of the mill were rearranged, as far less preparatory machinery was required in the making of filament rayon cloth. It was then found possible to install all equipment in three mills and Mill No. 4 was closed and afterwards sold to Aralac, Inc. Today, Ponemah operates a cotton and spun rayon division, and a filament rayon division, each accounting for approximately half of the company's total production. The physical plant now comprises three large mills equipped with 2,623 looms and about 102,000 spindles, of which about 25,000 are mules.

The power plant consists of several water wheels capable of producing 2,000 horsepower with the Shetucket River in normal flow. As between three and four thousand horsepower are required to operate the mill, the supply of power is supplemented by steam turbines and also power tapped in from commercial lines.

Ponemah Mills is a complete unit from the opening of the raw materials to the completion of the grey cloth. Production of cloth totaled 26,000,000 yards in 1945 and, with the use of additional help available since the end of the war, it is anticipated that the production will be increased in the near future to 45,000,000 yards.

Ponemah's output is marketed through McCampbell & Co., 40 Worth Street, New York, N. Y., except for typewriter ribbon cloth which is handled by American Bleached Goods Co., Inc., at the same address.

Although the war interrupted its plans in the rayon and spun rayon field, Ponemah is once again devoting all of its energy to the production of cloth to meet civilian needs.



THE OBSERVER

By N. W. FORD

Executive Vice-President

THE Pennsylvania Railroad has announced that the installation of the first large-scale, permanent system of train-to-train, locomotive-to-cabin car, and train-to-tower continuous telephone communication is nearing completion on the four-track main line of this railroad between Harrisburg and Pittsburgh, Pennsylvania. 150 passenger locomotives, 131 freight locomotives, 100 cabin cars and 16 wayside control towers now have the train telephone. Some 319 miles of line, including 1,056 miles of main trains, are covered.

The installation project, which was begun more than two years ago, has been delayed by material shortages. Development of the system, at a total cost to the railroad of more than \$1,000,000, has been in collaboration with the Union Switch & Signal Company.

★ ★ ★

THE TOTAL AMOUNT collected by the federal government from taxes during the year beginning July 1, 1945 amounted to \$44,588,000,000. The primary sources of this revenue were:

Individual Income Taxes	\$18,705,000,000
Corporation Taxes	12,906,000,000
Excises	6,685,000,000
Estate and Gift Taxes	667,000,000
Social Security and	
Employment Taxes	1,701,000,000
Custom Receipts	435,000,000
Miscellaneous Receipts	3,480,000,000

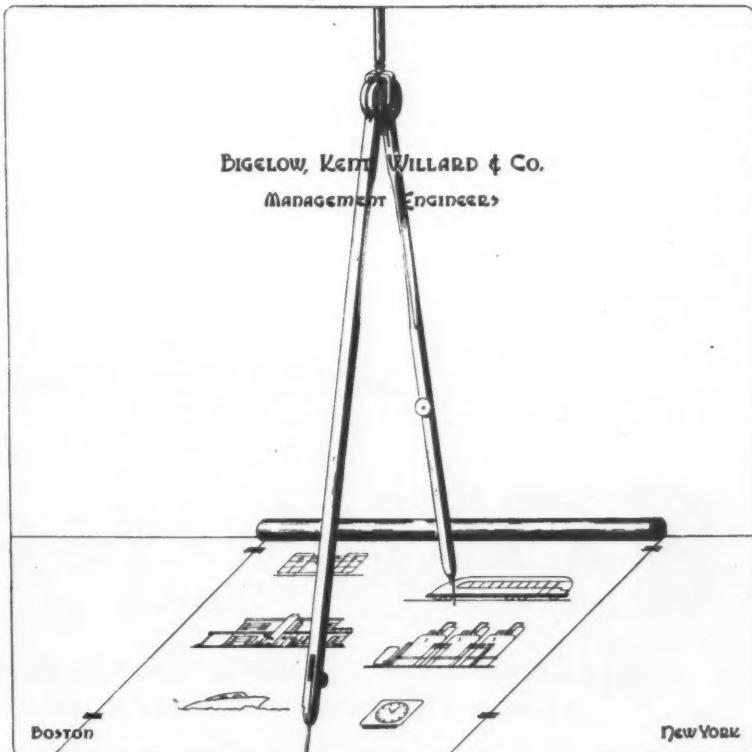
★ ★ ★

LOCAL GOVERNMENTS in the United States, back in 1913, got about 56 cents out of every dollar in taxes collected. They now get about 10 cents. The federal government, which in 1913 collected about 30 cents out of every tax dollar, now takes 82 cents.

IN THE LATTER PART of October we made a survey, the results of which showed that more than 200 users of castings and about 30 foundries found it necessary to curtail production due to the pig iron shortage. A considerable number of these companies were operating on short time due to their inability to obtain pig iron or castings and, while only a comparatively few advised that it had been necessary to lay off employees, a much larger number informed us that they had transferred to other departments employees who would normally be engaged in operations that would directly utilize castings if they were available.

Just prior to the discontinuance of price controls, Senator McMahon, at our suggestion, had made the necessary arrangements for a conference between Director John R. Steelman of the Office of War Mobilization and Reconversion and a group of industrialists from New England who planned to inform Mr. Steelman of the situation and suggest certain plans for relief. Decontrol made it possible to cancel the meeting arrangements. Nevertheless, Senator McMahon is to

(Continued on page 40)





EXPORT NEWS

By RICHARD F. AMES

Export Manager

CHECKING up on the progress of the work being done towards the formation of an International Trade Organization within the framework of the United Nations we find that the Preparatory Committee of the International Conference on Trade and Employment completed the initial phase of its job by the end of last November. This is the group which began its first meeting in London on October 15, 1946. The next meeting of this Committee has been set for April 8th of this year in Geneva.

The period between these two meetings is not going begging, however, since the interim committee in New York is hard at work polishing the draft of the world trade and employment charter of which somewhere near "nine-tenths" of it was agreed upon during the first deliberations and which produced a series of documents totaling more than 20,000 words. While the preliminary nature of this first meeting has been fully emphasized by certain government representatives

taking part, it is not without significance, we think, that both Clair Wilcox, head of the American delegation, and Sir Stafford Cripps, president of the British Board of Trade, are reported in the press to have made comment implying governmental approval of the results, having in mind, of course, that agreement reached on the official level does not necessarily bind any government.

It is interesting to note that the April meeting of the Preparatory Committee will probably coincide with the multilateral reciprocal trade agreement negotiations tentatively scheduled for that time. In preparation for this meeting, the U. S. Committee for Reciprocity Information is now considering the views of American manufacturers who submitted briefs to the Committee before December 21, last year, concerning possible effect of import tariff concessions on their products where similar products can be produced much cheaper abroad. In this connection, you will probably remember that the British Commonwealth

of Nations got together early in October to conclude common policies with regard to the forthcoming reciprocal trade negotiations and the international deliberations which are leading to the establishment of the ITO.

★ ★ ★

A RECENT ISSUE OF THE "BRAZILIAN BULLETIN" tells of ambitious plans for the erection of a completely new city of 25,000 inhabitants just twenty miles outside Rio de Janeiro. The Cidade dos Motores, as it is called, "will be the first completely modern city to be built in Brazil under the republic's new industrialization program of which the great Volta Redonda steel plant between the metropolitan centers of Rio and São Paulo is also an integral part."

Built around an ultra-modern factory which during the war supplied motors of American design to the Brazilian Air Force, the city will be a model community for workers and will undoubtedly set the pattern for future industrial centers in Brazil and elsewhere in Latin America. In the dwelling area of the city every facility is contemplated from swimming pool to dispensary, shops and restaurants. There will be an impressive civic center consisting of three main divisions—the administrative, amusement commercial and shopping areas. The industrial center will boast of the best modern factory design, air-conditioned throughout. The main factory, now bent on producing farm machinery and refrigerator compressors, has already received a total of \$8,000,000 worth of machine tools and other

(Continued on page 40)



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EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

ONE of the most complete employee instruction manuals we have seen lately is the new one, "Firing the Steam Locomotive", which has been prepared for the New Haven Railroad by the Bureau of Vocational Education of the Connecticut State Department of Education. The manual, attractively and simply laid out and containing photographs, diagrams, and illustrative sketches, contains 102 pages and represents a great deal of writing, research and cooperation on the part of railroad officials and the Department of Education.

Vice President Pearson says in the foreword that "the manual of good steam locomotive firing has been prepared for your benefit. Our object is to give you a better understanding of your job." The book will be given to every fireman on the railroad, and is to be followed by manuals for the engineers and other railroad job classifications. William H. Gilford, general chairman of the Brotherhood of Locomotive Firemen and Engineers, endorses the manual by stating that "engine service personnel should find this book a valuable asset in their routine of duty."

If a company is preparing a manual for its employees, particularly in maintenance and installations, we believe that inspection of this book will be very helpful. The Association office has a bound copy which can be loaned out.

★ ★ ★

HAROLD C. STADLIN of the Voca-film Corporation of New York gave us a showing recently of a series of eight sound slide films that can be used in conjunction with supervisory conference and development programs. Equipment necessary to show the series is a 35mm. strip film projector with sound attachments.

Each film is designed to initiate and develop a purposeful discussion. After the impersonal showing of each film, the actual leader of the conference program, who is provided with a printed guide, can either ask questions or suggest them to someone in the group so that answers can be developed. The material in each film is of course not specific so far as any given company is concerned but is of such a suggestive nature that it can readily be adapted to the company conducting the program.

The first film, "Freedom of Opportunity", starts out with a general discussion of the purpose of business and the nature of competition and points out how and why management must control cost, quality and quantity to win consumer favor and provide jobs. The economics taken up in this film are concisely and understandably presented and because they are pictorially presented get the story across much more effectively than if the supervisor had to "go back to school" and re-absorb the basic economics he once understood but may have forgotten.

Supervision is giving more weight to individual wants and feelings than ever before, often devoting more time to this than the average foreman can afford. The idea behind the whole Voca-film series is to provide as expeditiously as possible, a framework within which any business can test its current practices against established principles and work out its own specific cures to its own problems. Such other subjects as "Effective Management", "Individual Output", "Understanding People", etc., are given so that the supervisor and the group can focus its attention on its problems and in the process of solving the immediate ones build a sound foundation for long range improvement and development.

The film companies make no

claims that their productions are end solutions in themselves but serve more as a tool for management to use in the conference processes. There are several companies in the field and since the Association maintains files on them, we would be pleased to give members the benefit of this information.



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INDUSTRIAL Relations — Law

By FREDRICK WATERHOUSE, *Counsel*

THE Mr. Clemens case recently decided by the United States Supreme Court, and about which we have commented heretofore, has raised the further issue of the applicable Statute of Limitations in cases brought by employees for back wages under the Fair Labor Standards Act. The agitation by unions encouraging employees to bring suit for any possible claim, no matter how broad or inequitable, has caused many employers to seriously consider settling such claims on a basis much broader than we think the Mt. Clemens case necessarily requires. The actual facts should be looked into carefully. Time cards are not necessarily determinative and despite the fact that an employee's time card may indicate his presence on the premises substantially in excess of the hours for which he was actually paid, the question still remains as to whether this time was spent in working or in doing such operations or activities that they would be considered "working time" under the Fair Labor Standards Act. Time cards are

helpful to show that the individual was there before the power was actually turned on and so presumably started work when the others did, but unless he was normally required to make rather extensive preparations for work prior to the actual time of starting the shift, there is no reason to include such time as "hours worked" merely because the employee was ready for work.

With regard to the Statute of Limitations, the courts have quite uniformly held that the particular statute of the individual states which would ordinarily be applicable to contracts of employment also applies to claims under the Fair Labor Standards Act. There is no Federal Statute of Limitations which applies. At the last session of Congress there was considerable agitation and sentiment for the passage of the Gwynne bill, which would limit such claims to one year from the time action was brought. However, this bill failed of passage in the hectic shuffle of the last few days, but will undoubtedly be pressed again at the next

session. Whether Congress will agree on the one year limitation or compromise on two or three years is uncertain, but we have good reason to believe that some type of limitation will be passed.

In the meantime, the United States District Court for the District of Connecticut, in a decision handed down by the Honorable J. Joseph Smith, has ruled that Section 6010 of the 1930 Revision of the Connecticut General Statutes applies in Connecticut to employee suits for recovery under the Fair Labor Standards Act. This is a three-year Statute of Limitations and reads as follows: "Except actions for a debt due by book or actions founded on proper subjects of book debt, no action founded upon any express contract or agreement not reduced to writing, or of which some note or memorandum shall not be made in writing and signed by the party to be charged therewith or his agent, shall be brought but within three years next after the right of action shall accrue."

There does not appear to be any case involving this statute under these circumstances which has been appealed to the Circuit Court of Appeals so that we are confined to the above-mentioned case for precedent in this district. Nevertheless, it would seem that the judge's conclusion would probably be upheld by the Circuit Court of Appeals and the United States Supreme Court if the question ever gets that far, as the weight of the authority appears to support the contention that such suits are founded upon the express contract or agreement of employment. In effect, both the provisions of the Fair Labor Standards Act and the above-quoted Statute of Limitations are considered incorporated into and made a part of any express contract of employment for a stated wage or salary.

The Wage and Hour Administrator has generally ruled that he will be content in cases for back wages coming to his attention, if the employer goes back four years in computing and paying damages under the Fair Labor Standards Act. Nevertheless, the ruling of the Court set out above applies in Connecticut and supersedes the ruling of the Administrator unless and until the Circuit Court of Appeals rules otherwise.

In conclusion, if you are faced with a claim under the Fair Labor Standards Act, the first thing to do is assure your

(Continued on page 40)

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PURCHASING NOTES

Contributed by the Purchasing Agents Association of Connecticut, Inc., affiliated with the National Association of Purchasing Agents.

Reciprocity

PERHAPS there is no more controversial subject among purchasing agents than reciprocal buying. Reciprocity may be defined as the practice of giving preference in buying to those vendors who are customers of the buying company as opposed to vendors who do not buy from the company.

The practice of reciprocity is widespread, as a survey made a few years ago shows that more than two-thirds of the companies surveyed practiced some degree of reciprocity. The extent of their reciprocal buying could be classified as follows:

1. Those who practice reciprocity as little as possible.
2. Those who practice reciprocity only if other factors are equal.
3. Those who practice reciprocity only when mutually beneficial.
4. Those who practice reciprocity moderately.
5. Those who practice reciprocity as much as possible.

The purchasing manual of a large company on the subject of reciprocity has this to say:

"Reciprocity on a business basis means an exchange of competitive values. Anything sacrificed in the way of price, quality, or service is not efficient purchasing. Employees of the purchasing department should be careful not to antagonize actual or potential customers or to create ill will toward the company or its products. A friendly attitude is essential at all times. If, on consideration of all factors which enter into good buying, it is found that a company customer has a quality and all other requisites equal to other sources, it is good policy to do business with him, but in no case should there be a departure from the fundamentals of good purchasing."

Very few purchasing agents will find fault with this policy.

It is probable that the policy of reciprocal buying originated from a desire to increase good will, as it was natural for a company to distribute some of its purchases among its better customers as a friendly gesture of appreciation. However, it is when a company uses reciprocity as a basis for soliciting and even demanding orders that abuses creep in.

There are various reciprocity policies, the most commonly used being:

1. Everything being equal, place the business with your customer. Generally speaking there is not much objection to this policy as by so doing you strengthen the good relations already existing without incurring any extra cost.
2. Match dollar value of purchases against dollar value of sales. This policy is hard on small customers who would like to reciprocate but who find that their business is not sufficient to justify a large order although their materials may be ideal both as to price and quality.

3. Sales department directing purchases in order to increase sales. The sales department should depend on the ability of its sales force to obtain orders. This policy is often used by a company whose product, although satisfactory, is not one of outstanding superiority or not so well known as others. This policy invariably leads to abuses. Too often the purchasing department is asked to overlook higher costs, to condone unsatisfactory service, or accept inferior material.

4. Management channeling purchases because of financial interest in the supplying company. A purchasing agent who has to function under such a condition can do little but insist that

(Continued on page 40)



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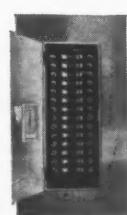
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ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

THERE has been a good deal of discussion among business men and much has been written about Section 102 of the Internal

Revenue Code. This section imposes a surtax on corporations improperly accumulating surplus for the purpose of preventing the imposition of a surtax on stockholders.

Section 102 reads, in part, as follows: "There shall be levied, collected, and paid for each taxable year (in addition to other taxes imposed by this Chapter) upon the net income of every corporation if such corporation . . . is formed or availed of for the purpose of preventing a surtax upon its shareholders or the shareholders of any other corporation, through the medium of permitting earnings or profits to accumulate instead of being divided or distributed, a surtax equal to the sum of the following:

$27\frac{1}{2}\%$ of the amount of the undistributed Section 102 net income not in excess of \$100,000 plus $38\frac{1}{2}\%$ of the undistributed Section 102 net income in excess of \$100,000."

On the 1946 corporate tax return (Form 1120), taxpayers will be asked whether 70% of the year's earnings were distributed as dividends and, if not, why not. This does not necessarily mean that a corporation will be subject to the tax if it has distributed less than 70%, neither does it mean that the tax will not be assessed if 70% or over has been distributed. The test will be whether retained earnings have been allowed to accumulate beyond the reasonable needs of the business. If so, this fact shall be determinative of the purpose to avoid surtax upon shareholders, unless the corporation by the clear preponderance of evidence shall prove to the contrary.

What constitutes the reasonable needs of the business is dependent upon the facts in each case. Standards of measurement or formulas have not been evolved for the measure-

ment of excess retention of earnings. Presumably, in determining the need for earnings retention, consideration will be given to the nature of the business, its hazards, competitive conditions, the financial condition of the corporation, surplus needed for working capital, normal rate of expansion, additions to plant reasonably required, obligations under long-term indebtedness, and contingencies or future obligations for which a reserve should be provided.

It is of interest to note that in judgments issued in tax cases under this section, loans to stockholders have been judged presumptive evidence of intention to avoid surtax on stockholders' income in retaining earnings.

It would seem advisable to make a close examination of the reasons for retention of earnings, and that these reasons be well defined. It will undoubtedly be helpful if the portions of earnings retained for specific purposes be clearly earmarked as a reserve for the purpose intended, and a record of management action making the segregation be provided.

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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

THE index of general business activity in Connecticut remained at 45 per cent above normal as estimated for the month of October, continuing the leveling out pattern in evidence since early summer. This tendency, away from the rapid fluctuations of recent years, is also evident nationally as indicated by the United States Index which has moved within the narrow range of 4 percentage points during the period since June.

Employment in this State continued to gain although the index after seasonal adjustment registered a slight decline. The present supply of manpower in the State generally appears adequate according to surveys conducted by the United States Employment Service and signs of a tapering off in future employment growth are beginning to develop for the first time this year. Proposed expansion requirements of industry, however, may be expected to continue to absorb additional workers with the greatest de-

mand existing in the electrical machinery industry. Indications of future employment increases in aircraft, rubber and typewriter factories are also in evidence. At present the largest number of requests on file with the U.S.E.S. is for unskilled female and male heavy workers.

During the month of September new factories, providing employment to over 3,000 persons, were established in the State, making a total of 5,500 newly created jobs for the third quarter of this year. This increase is quite pronounced when compared with the gains from new plants in the third quarter of 1945 when 1,900 job opportunities were thus created. Among the major industries, the textile division in which only five new plants were opened, registered the greatest gain in additional jobs. This was largely because of the employment of 1,200 persons in a new woolen mill in the eastern part of the State. The next greatest employment gains due to the

starting of new enterprises were in the machinery and machine parts industries with the garment trade following closely.

The seasonally adjusted index of manhours worked in October fell an estimated 2 points to 56 per cent above normal. Despite this decline a gain of 28 points has been recorded since last October. A breakdown of the data in the last 12 months for representative cities shows that New Britain with 27 factories reporting, had the greatest increase in manhours going from 811,000 in October 1945 to 1,056,000 in October of 1946, an increase of 30 per cent. Bridgeport, with 30 factories reporting, followed with an increase of 20 per cent. Manhours for Hartford's 43 and New Haven's 40 factories advanced 14 and 10 per cent respectively.

With building contracts awarded for 865,000 square feet of residential floor space and 888,000 square feet of non-residential floor space, the total for September was just below the August figure. The September index, however, after allowance for construction interval, showed a one-point rise and preliminary October figures indicate another slight upward movement to 80 per cent above normal. The chief obstacles to more rapid expansion have been lack of materials. Such items as plumbing supplies, nails, and certain types of lumber are still scarce, but with the lifting of price controls these essentials are likely to be available in greater quantities. Skilled construction workers have been in ample

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



supply but the anticipated easing in the material situation is expected in some quarters to bring about a new bottleneck in a shortage of building craftsmen.

Purchasing Notes

(Continued from page 37)

he be held not responsible for cost or quality of material so purchased.

5. Customers or prospective customers are the only ones requested to quote on business. This is a restricted bidding list and is a vicious abuse of reciprocity. Such a policy will lose the company contacts with companies who might have products that are even more suitable either in quality or price. Salesmen will shun such a company when they learn that they are barred from doing business there. A smart sales manager will direct the energies of his men where he feels he will be able to get some business, not where it would be wasted. It does not take very long for a reputation of such unfairness to get around.

In the final analysis it must be conceded that the sale of a product should be based on the qualities of the product sold and the service that attends the transaction. Reciprocity should be used as a supplemental sales argument, if used at all, and not as a club or threat. Any policy which almost inevitably leads to abuses is open to serious question and should be soft pedaled or eliminated. A purchasing agent is alive to the value of the good will of his company's customers and will do all in his power to cultivate it through his purchasing power, but he resents either pressure from above or from outside. As salesmen are a purchasing agent's principal contact with the outside and are a fruitful source of information as to market conditions, new products and developments, their calls should be encouraged, and not discouraged by having a reputation for unfair practices.

Export News

(Continued from page 34)

equipment from Lend-Lease and additional Brazilian funds are to be spent. Thus we see fresh evidence that Brazil's plans to industrialize are being prosecuted with zeal.

ANNOUNCEMENT HAS BEEN MADE THAT the Alaska highway, built by the United States during the war for military purposes, will be opened to shipments by trucks "in-bond" from the United States to Alaska. An agreement has been made between Canada and the United States whereby goods may be shipped between this country and Alaska without payment of import duties, transit or similar charges. Canada is now improving the highway and facilities are being established so that it may ultimately carry unlimited traffic and the Canadian Minister of National Revenue will shortly issue the regulations which will make movement by truck "in-bond" possible.

Industrial Relations — Law

(Continued from page 36)

self of the justice or injustice of the claim by the facts as they actually exist independent of any time cards. These time cards are merely evidential and not conclusive. Then, if the claim is well founded under the Fair Labor Standards Act, you may limit your liability to the three years next preceding the date of any action brought against you.

If you are in doubt about your liability or the application of this case to your problem, we shall be glad to discuss it more fully at any time.

The Observer

(Continued from page 33)

be commended for his efforts on behalf of industry, which succeeded after numerous other attempts to arrange a conference had failed.

★ ★ ★

ENGLAND IS ONE COUNTRY going through the experience of socialist management of government, and here's what a London daily paper the "London Sphere" thinks of America:

"The U. S. has 6% of the world's area and 7% of its people. It has 60% of the telephones, 80% of the motor cars, 35% of the world's railroads. It produces 70% of the

world's oil, 60% of wheat and cotton, 50% of copper and pig iron, 40% of coal and lead. It has eleven billion dollars in gold. It has two-thirds of the world's banking resources. The purchasing power of its people is greater than that of all the people of Europe or all the people of Asia. Responsible leadership which cannot translate such a bulging economy into an assured prosperity is destitute of capacity. But pompous statesmen looking over the estate solemnly declare that the methods by which it was created are all wrong, ought to be abandoned, must be discarded, and that the time has come to substitute political management for individual initiative and supervision. There is only one way to characterize that proposal and that is as just damn foolishness."

★ ★ ★

THE TOTAL OPERATING revenues of Class I steam railways for September 1946 of \$660,401,991 were 2.7 per cent below those for September 1945, and for the twelve months' period ended with September were 18.2 per cent lower than for the same period ending in 1945. On a daily basis, the decrease of September 1946 under August 1946 was 1.4 per cent. For the twelve months' period ending with September 1946 the revenues declined \$1,685 million and \$1,823 million under those for the corresponding 1945 and 1944 periods respectively.

The operating expenses for September 1946 amounted to \$529,798,499 or 14.7 per cent lower than the September 1945 total, and were 80.2 per cent of the September 1946 railway operating revenues. This operating ratio compares with a corresponding figure of 91.5 per cent in September 1945. The September 1945 expense figure, however, was inflated by the inclusion in operating expenses of extraordinary charges for amortization of defense projects; otherwise the operating ratio would have been 76.5 per cent.

For the month of September 1946, the net railway operating income was \$67,362,490 or \$24.2 million more than the total for September 1945 as reported. The total net railway operating income for the twelve months' period ended with September 1946 was \$437,686,000, which was 42.1 per cent less than in the twelve months ended with September 1945.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms	Kilborn-Sauer Company (lights and other accessories)	Blades
Baker Goodyear Co The New Haven	Fairfield Division (hack saw and band saw)	Hartford
Accounting Machines	Raybestos Div of Raybestos-Manhattan Inc The	
Underwood Corporation Bridgeport	(brake lining, rivet brass, clutch facings, packing)	
Adding Machines	Rostand Mfg Co The (windshields, seats and body hardware)	Milford
Underwood Corporation Bridgeport		
Advertising Specialties		
H C Cook Co The 32 Beaver St Ansonia		
Waterbury Companies Inc Waterbury		
Aero Webbing Products		
Russell Mfg Co Middletown		
Air Compressors		
Spencer Turbine Co The Hartford		
Air Conditioning		
Home Heating Service Inc (forced air heating units, oil fired) South Norwalk		
Aircraft		
Chance Vought Aircraft Division United Aircraft Corporation (airplanes) Stratford		
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport		
Aircraft Accessories		
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs) West Hartford		
Warren McArthur Corp (Airplane Seatings) Bantam		
Aircraft Electrical Testing Equipment		
United Advertising Corp, Electrical Division New Haven		
Aircraft—Repair & Overhaul		
Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford		
United Airports Div United Aircraft Corp Rentschler Field East Hartford		
Aircraft Tubes		
American Tube Bending Co Inc New Haven		
Air Ducts		
Wiremold Co The (Retractable) Hartford		
Airplanes		
Chance-Vought Aircraft Div United Aircraft Corp Stratford		
Aluminum Castings		
Newton-New Haven Co 688 Third Avenue West Haven		
Aluminum Forgings		
Scovill Manufacturing Company Waterbury 91		
Aluminum Goods		
Waterbury Companies Inc Waterbury		
Aluminum Ingots		
Lapides Metals Corp New Haven		
Aluminum Lasts		
Shoe Hardware Div U S Rubber Company Waterbury		
Aluminum—Sheets & Coils		
United Smelting & Aluminum Co Inc New Haven		
Ammunition		
Remington Arms Co Inc Bridgeport		
Winchester Repeating Arms Company Division Olin Industries Inc New Haven		
Anodizing		
Conn Metal Finishing Co Hamden		
Apparel Fabrics—Woolen & Worsted		
Broad Brook Company Broad Brook		
Artificial Leather		
Permatex Fabrics Corp The Jewett City		
Zapon Div Atlas Powder Co Stamford		
Asbestos		
Auburn Manufacturing Company The (gaskets, packings, wicks) Middletown		
Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick) Bridgeport		
Rockbestos Products Corp (insulated wire, cable and cords) New Haven		
Asbestos & Rubber Packing		
Colt's Patent Fire Arms Mfg Co Hartford		
Assemblies—Small		
Griest Manufacturing Co The New Haven		
Hand-Dee Spring and Manufacturing Co The (Small) Hartford		
Wallace Barnes Co The Div Associated Spring Corp Bristol		
Auto Cable Housing		
Wiremold Company The Hartford		
Automatic Control Instruments		
Bristol Co The (temperature, pressure, flow, humidity, time) Waterbury		
Automobile Accessories		
Kilborn-Sauer Company (lights and other accessories)		
Raybestos Div of Raybestos-Manhattan Inc The		
(brake lining, rivet brass, clutch facings, packing)		
Rostand Mfg Co The (windshields, seats and body hardware)		
Automotive Friction Fabrics		
Russell Mfg Co The Middletown		
Automotive Parts		
Eis Manufacturing Co (Hydraulic and Mechanical)		
Automotive & Service Station Equipment		
Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery)		
Scovill Manufacturing Company (Canned Oil Dispensers)		
Waterbury 91		
Automotive Tools		
Eis Manufacturing Company Middletown		
Bakelite Moldings		
Waterbury Companies Inc Waterbury		
Watertown Mfg Co The Watertown		
Bakery Ovens		
American Machine & Foundry Co New Haven		
Balls		
Abbott Ball Co The (steel bearing and burnishing)		
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)		
Banks		
Hall Mfg Co (dime and combination) Ansonia		
Barrels		
Abbott Ball Co The (burnishing and tumbling)		
Hartford Steel Ball Co The (tumbling)		
Bathroom Accessories		
Autoyre Company The Oakville		
Charles Parker Co The Meriden		
Bath Tubs		
Dextone Company New Haven		
Bearings		
Fafnir Bearing Co (ball) New Britain		
New Departure Div of General Motors (ball)		
Bristol		
Norma-Hoffmann Bearings Corp (ball and roller)		
Stamford		
Bellows		
Bridgeport Thermostat Company Inc (metallic)		
Bridgeport		
Bellows Assemblies		
Bridgeport Thermostat Company Inc Bridgeport		
Bellows Seal Assemblies		
Bridgeport Thermostat Company Inc Bridgeport		
Bells		
Bevin Brothers Mfg Co East Hampton		
Gong Bell Co The East Hampton		
Gaynor Electric Company Inc (and buzzers)		
Bridgeport		
N N Hill Brass Co The East Hampton		
Belt Fasteners		
Saling Manufacturing Company (patented self-aligning)		
Unionville		
Belt		
Hartford Belting Co Hartford		
Russell Mfg Co The Middletown		
Thames Belting Co The Norwich		
Benches		
Charles Parker Co The (piano) Meriden		
Bent Tubing		
American Tube Bending Co Inc New Haven		
Bicycle Coaster Brakes		
New Departure Div General Motors Corp Bristol		
Bicycle Sundries		
New Departure Div General Motors Corp Bristol		
Binders Board		
Colonial Board Company Manchester		
Biological Products		
Ernst Bischoff Company Inc Ivoryton		
Blackening Salts for Metals		
Mitchell-Bradford Chemical Co Bridgeport		
Brass and Bronze		
American Brass Co The (sheet, wire, rods, tubes)		
Bristol Brass Corp The (sheet, wire, rods)		
Chase Brass & Copper Co Waterbury		
Miller Company The (phosphor bronze and brass in sheets, strips, rolls)		
Scovill Manufacturing Company Waterbury 91		
ThinSheet Metals Co The (sheets and rolls)		
Waterbury		
Brass & Bronze Ingot Metal		
Whipple and Choate Company The Bridgeport		
(Advt.)		

I T ' S M A D E I N C O N N E C T I C U T

Brass Goods	Castings—Permanent Mould	Copper Sheets
Scovill Manufacturing Company (To Order) Waterbury 91	Bradley & Hubbard Mfg Co The (zinc and aluminum)	New Haven Copper Co The Seymour
Waterbury Companies Inc (to order) (small sheet metal parts) Waterbury	Meriden	Copper Shingles
Winchester Repeating Arms Company Division Olin Industries Inc New Haven	Torrington Manufacturing Co The Torrington	New Haven Copper Co The Seymour
Brass Mill Products	Centrifugal Blower Wheels	Bridgeport Brass Co Bridgeport
Bridgeport Brass Co Bridgeport	Chain	Copper Water Tube
Chase Brass & Copper Co Waterbury	John M Russell Mfg Co Inc Naugatuck	Bridgeport Cork Cots
Scovill Manufacturing Company Waterbury 91	Chain—Welded and Weldless	Sonoco Products Co (Climax-Lowell Div) Mystic
Brass Stencils—Interchangeable	Bridgeport Chain & Mfg Co Bridgeport	Corrugated Box Manufacturers
Fletcher Terry Co The Box 415, Forestville	Chain—Bead	Danbury Square Box Co The Danbury
Brass Wall Plates	Charter'd Coach Service	Corrugated Shipping Cases
Gaynor Electric Company Inc Bridgeport	Connecticut Company The (excursions a specialty)	Connecticut Corrugated Box Div Robert Gair Co Inc Portland
Brick—Building	New Haven	D L & D Container Corp 87 Shelton Ave New Haven
Donnelly Brick Co The New Britain	Chemicals	Cosmetic Containers
Bricks—Fire	American Cyanamid & Chemical Corp	Eyelet Specialty Co The Cosmetics Waterbury
Howard Company New Haven	Apothecaries Hall Co Waterbury	J B Williams Co The Glastonbury
Broaching	Edcan Laboratories South Norwalk	Northam Warren Corporation Stamford
American Standard Co Plantsville	Macalaster Bicknell Company New Haven	Cotton Batting & Jute Batting
Hartford Special Machinery Co The Hartford	MacDermid Incorporated Waterbury	Palmer Brothers New London
Brooms—Brushes	Cherries	Cotton Yarn
Fuller Brush Co The Hartford	John Magee & Co Incorporated Saybrook	Floyd Cranska Co The Counting Devices Moosup
Buckles	Chromium Plating	Veeder-Roof Inc Cut Stone Hartford
B Schwanda & Sons Staffordville	Chromium Corp of America Waterbury	Dextone Co The New Haven
G E Prentice Mfg Co The New Britain	Chromium Process Company The Shelton	Cutters
Hatheway Mfg Co The (Dee Rings) Bridgeport	Chucks	American Standard Co (special) Plantsville
Hawie Mfg Co The Bridgeport	Cushman Chuck Co The Hartfod	Barnes Tool Company The (pipe cutters, hand) New Haven
John M Russell Mfg Co Inc Naugatuck	Chucks & Face Plate Jaws	O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton
Patent Button Co The Waterbury	Union Mig Co Clay	Standard Machinery Co The (rotary board, single and duplex) Mystic
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury	Howard Company (Fire Howard "B" and High Temperature Dry) New Britain	Delayed Action Mechanism
Waterbury Companies Inc Waterbury	Cleansing Compounds	M H Rhodes Ind Hartford
Buffing & Polishing Compositions	MacDermid Incorporated Waterbury	R W Cramer Company Inc The Centerbrook
Apothecaries Hall Co Waterbury	Clocks	J M Ney Company The Hartford
Lea Mfg Co Waterbury	Seth Thomas Clocks Thomaston	Dictating Machines
Buffing Wheels	United States Time Corporation The Waterbury	Dictaphone Corporation Bridgeport
Williamsville Buff Mfg Co The Danielson	Clocks—Alarm	Gray Manufacturing Company The Hartford
Buttons	Lux Clock Mfg Co The Waterbury	Soundscriber Corporation The New Haven
B Schwanda & Sons Staffordville	New Haven Clock and Watch Co The (spring & electric)	Die & Tool Makers
Colt's Patent Fire Arms Mfg Co Hartford	William L Gilbert Clock Corporation The Winsted	Parsons Tool Inc New Britain
I C White Company The Waterbury	Clocks—Automatic Cooking	Die Castings
Patent Button Co The Waterbury	Lux Clock Mfg Co The Waterbury	Newton-New Haven Co Inc 688 Third Ave West Haven
Scovill Manufacturing Company (Uniform and Tack Fastened) Waterbury 91	Clock Mechanisms	Die Casting Dies
Waterbury Companies Inc Waterbury	Lux Clock Mfg Co The Waterbury	ABA Tool & Engineering Co Manchester
Cabinets	Russell Mfg Co The Middletown	Weimann Bros Mfg Co The Derby
Charles Parker Co The (medicine) Meriden	Clutch Friction	Corbin Cabinet Lock Div American Hardware Corp New Britain
Cabinet Work	Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic)	Die-Heads—Self Opening
Hartford Builders Finish Co Hartford	Bridgeport	Eastern Machine Screw Corp The Truman & Barclay Sts New Haven
Cages	Colnmaster Products	Geometric Tool Co The Dies New Haven
Andrew B Hendryx Co The (bird and animal) New Haven	Hall Mfg Co Ansonia	American Standard Co Plantsville
Cams	Palmer Brothers Co New London	Hoggson & Pettis Mfg Co The 141 Brewery St New Haven
Hartford Special Machinery Co The Hartford	Commercial Heat Treating	Parker Stamp Works Inc The (for plastics and die castings) Hartford
Rowbottom Machine Company Inc Waterbury	A F Holden Company The 52 Richard St West Haven	Dish Washing Machines
Canvas Products	Airadio Incorporated (aircraft, marine, intra-facility)	Colt's Patent Fire Arms Mfg Co Hartford
F B Skiff Inc Hartford	Communication Equipment	Disk Harrows
Capacitors	Airadio Incorporated (variable)	Orkil Inc—Cutaway Harrow Division Higganum
Electro Motive Mfg Co Inc The (mica & trimmer)	Sonoco Products Co (Climax-Lowell Div) (Paper)	Door Closers
Standard Card Clothing Co The (for textile mills)	Consulting Engineers	Yale & Towne Manufacturing Company The Stamford
Card Clothing	Stanley P Rockwell Co Inc The (Consulting)	Dowel Pins
Standard Card Clothing Co The (for textile mills)	296 Homestead Ave Hartford	Allen Manufacturing Co The Hartford
Carpet and Rugs	Contract Machining	Joseph Merritt & Co Draperies Hartford
Bigelow-Sanford Carpet Co Thompsonville	Malleable Iron Fittings Company Branford	Palmer Brothers Co Drilling Machines New London
Carpet Lining	Contract Manufacturers	Henry & Wright Manufacturing Company The Hartfod
Palmer Brothers Co New London	Greist Mfg Co The (metal parts and assemblies)	Drop Forgings
Casket Trimmings	503 Blake St New Haven	Atwater Mfg Co Plantsville
Bridgeport Casket Hardware Co The Bridgeport	Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Blakeslee Forging Co The Plantsville
Casters	Scovill Manufacturing Company (Metal Parts and Assemblies)	Bridgewater Hdwe Mfg Corp The Bridgeport
Bassick Company The (Industrial and General) Bridgeport	Waterbury Companies Inc Waterbury	Cawell Mfg Company Hartford
Casters—Industrial	Controllers	Wilcox Crittenden & Co Inc Middletown
George P Clark Co Windsor Locks	Manning Maxwell & Moore Inc Bridgeport	Druggists' Rubber Sundries
Castings	Leeds Electric and Mfg Co The Hartford	Goodyear Rubber Sundries Inc (Guardian "Plasti-Cleer," baby pants, crib sheets & bibs, household aprons, raincoats, scarves & hoods, shower curtains, etc.) New Haven
Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum)	Conveyor Systems	Seamless Rubber Company The New Haven
Charles Parker Co The (gray iron) Meriden	American Brass Co The (sheet, wire, rods tubes)	Dust Collecting Systems
Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock)	Bristol Brass Corp The (sheet)	Connecticut Blower Company Hartford
New London	Chase Brass & Copper Co (sheet, rod, wire, tube)	Edged Tools
John M Russell Mfg Co Inc (brass, bronze and aluminum)	Thinsheet Metals Co The (sheets and rolls)	Collins Co The (axes and other edged tools) Collingsville
Naugatuck	Waterbury	Elastic Webbing
Malleable Iron Fittings Co (malleable iron and steel)	Waterbury	Russell Mfg Co The Middletown
McLagon Foundry Co (gray iron) New Haven		Electric Appliances
Newton-New Haven Co (zinc and aluminum)		Silex Co The 80 Pliny St Hartford (Advt.)
688 Third Ave West Haven		
Philbrick-Booth & Spencer Inc (grey iron)		
Hartford		
Scovill Manufacturing Company (Brass & Bronze)		
Sessions Foundry Co The (gray iron) Bristol		
Union Mfg Co (gray iron)		
Waterbury Foundry Company The (highway & sash weights)		
Wilcox Crittenden & Co Inc (gray iron and brass)		
Middletown		

I T ' S M A D E I N C O N N E C T I C U T

Electric Cables	Auburn Manufacturing Company The (mechanical, cut parts)	Felt	Gears and Gear Cutting
Rockbestos Products Corp (asbestos insulated) New Haven	Middletown	Hartford Special Machinery Co The Hartford General Plating	Hartford
Electric Circuit Breakers	Plainville	Chromium Process Co The (copper, nickel, chromium and cadmium plating)	Derby
Trumbull Electric Mfg Co The Plainville	Glenville	Glass and China	
Electric—Commutators & Segments	Cameron Elec Mfg Co The (rewinding motors) Ansonia	Rockwell Silver Co The (silver decorated)	Meriden
Cameron Elec Mfg Co The (rewinding motors) Ansonia		Glass Blowing	
Electric Cord & Cord Sets	Waterbury Companies Inc Waterbury	Macalaster Bicknell Company New Haven	
Accurate Insulated Wire Corp New Haven		Glass Coffee Makers	
Electric Cords	Case Brothers Inc Manchester	Silex Co The 80 Pliny St Hartford	
Rockbestos Products Corp (asbestos insulated) New Haven	C H Norton Co The North Westchester	Glass Cutters	
Electric Eye Control	Rogers Corporation (Specialty) Manchester	Fletcher Terry Co The Box 415 Forestville	
United Cinephone Corporation Torrington		Golf Equipment	
Electric Fixture Wire	Watkins Manufacturing Co Inc Milford	Horton Mfg Co The (clubs, shafts, balls, bags)	Bristol
Rockbestos Products Corp (asbestos insulated) New Haven	H C Cook Co The 32 Beaver St Ansonia	Governors	
Electric Hand Irons		Pickering Governor Co The (speed regulating, centrifugal, hydraulic)	Portland
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted		Greeting Cards	
Electric Insulation	Case Brothers Inc Manchester	A D Steinback & Sons Inc New Haven	
Rogers Corporation The Manchester		Grinding	
Electric Panel Boards	Federal Electric Products Co Inc Hartford	Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)	
Trumbull Electric Mfg Co The Plainville	Remington Arms Co Inc Bridgeport	19 Staples St Bridgeport	
Electric Safety Switches	Federal Electric Products Co Inc Hartford	Hartford Special Machinery Co The (gears, threads, cams and splines)	Hartford
Trumbull Electric Mfg Co The Plainville	Olin Industries Inc New Haven	Grinding Machines	
Electric Signs		Rowbottom Machine Company Inc (cam)	Waterbury
United Advertising Corp New Haven	Fabrics Fire Hose (municipal and industrial)	Grommets	
Electric Time Controls	American Windshield & Specialty Co The Sandy Hook	Plume & Atwood Mfg Co The (brass and zinc)	Waterbury
R W Cramer Company Inc The Centerbrook	881 Boston Post Road Milford	Hand Tools	
Electric Timepieces	John P Smith Co The (screens) 423-33 Chapel St New Haven	Bridgeport Hdwe Mfg Corp The (nail pullers, scou axes, box opening tools, trowels, coping saws, putty knives)	Bridgeport
New Haven Clock and Watch Co The (automobile and alarm)	Rostand Mfg Co The Milford	James J Ryan Tool Works The (screw drivers, machinists' punches, cold chisels, scratch awls and nail sets)	Southington
Electric Wire	Dextone Co The	Peck Stow & Wilcox Co The (Bit braces, chisels, dividers, draw knives, hammers, pliers, squares, snips, wrenches)	Southington
Rockbestos Products Corp (asbestos insulated) New Haven	New Haven	Hardware	
Electrical Circuit Breakers	M Backes' Sons Inc Wallingford	Bassick Company The (Automotive) Bridgeport	
Federal Electric Products Co Inc Hartford	Bevin-Wilcox Line Co The (lines)	Hall Mfg Co (bridge table)	Ansonia
Electrical Conduit Fittings & Grounding		P & F Corbin Division The American Hardware Corp (Builders)	New Britain
Specialties	Winchester Repeating Arms Company Division Olin Industries Inc New Haven	Wilcox Crittenden & Co Inc (marine heavy and industrial)	Middletown
Gillette-Vibber Company The New London		Yale & Towne Manufacturing Company The (builders)	Stamford
Electrical Control Apparatus	Hartford	Hardware—Trailer Cabinet	
Federal Electric Products Co Inc Hartford	Winchester Repeating Arms Company Division Olin Industries Inc New Haven	Excelsior Hardware Co The Stamford	
Trumbull Electric Mfg Co The Plainville		Hardware, Trunk & Luggage	
Electrical Goods	Beaton & Cadwell Mfg Co The New Britain	Corbin Cabinet Lock Div American Hardware Corp	New Britain
A C Gilbert Co New Haven	Gaylor Electric Company Inc Bridgeport	J H Sessions & Son Bristol	
Electrical Motors		Yale & Towne Manufacturing Company The Stamford	
U S Electrical Motors Inc Milford	Beaton & Cadwell Mfg Co The New Britain	Hat Machinery	
Electrical Recorders		Doran Brothers Inc Danbury	
Bristol Co The Waterbury	Gaylor Electric Company Inc Bridgeport	Health, Surgical & Orthopedic Supports	
Electrical Relays and Controls		Berger Brothers Company The (custom made for back, breast and abdomen)	New Haven
Allied Control Co Plantsville	Scovill Manufacturing Company (Non-ferrous) Waterbury 91	Heat Treating	
Electronic Equipment		A F Holden Co The 52 Richard St West Haven	
Airadix Incorporated Stamford		Bennett Metal Treating Co The 1945 New Britain Ave Elmwood	
Electronics		Driscoll Wire Company The Shelton	
Arthur T Hatton & Company Hartford	Sessions Foundry Co The (iron) Bristol	New Britain Gridley Machine Division	
Crystal Research Laboratories Inc Hartford	Union Mfg Co (gray iron) New Britain	The New Britain Machine Co New Britain	
Gray Manufacturing Company The Hartford	Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown	Stanley P Rockwell Co Inc The 296 Homestead Ave Hartford	
United Cinephone Corporation Torrington		Heat-Treating Equipment	
Electroplating		A F Holden Company The 52 Richard Street West Haven (Main Plant)	
National Sherardizing & Machine Co Hartford	Rolock Inc (brass, galvanized, steel) Southport	Autovre Company The Oakville	
Waterbury Plating Company Waterbury		Stanley P Rockwell Co Inc The (commercial) 2996 Homestead Ave Hartford	
Electroplating—Equipment & Supplies		Wallace Barnes Co The Div Associated Spring Corp	
Enthone Inc New Haven	Home Heating Service Inc (warm air oil fired) South Norwalk	Bristol	
Electrotypes		Heat-Treating Salts and Compounds	
W T Barnum & Co Inc (all classes) New Haven	John P Smith Co The 423-33 Chapel St New Haven	A F Holden Company The 52 Richard Street West Haven	
Elevators		Mitchell-Bradford Chemical Co Bridgeport	
Eastern Machinery Co The (passenger and freight) New Haven	Rolock Inc (brass, galvanized, steel) Southport	Heating Apparatus	
Enameling		Miller Company The (domestic oil burners and heating devices)	Meriden
Conn Metal Finishing Co Hamden		Hex-Socket Screws	
Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford	Mullite Refractories Co The Shelton	Allen Manufacturing Co The Hartford	
Waterbury Plating Company Waterbury		Highway Guard Rail Hardware	
Enameling and Finishing	Furniture Pads Gilman Brothers Company The Gilman	Malleable Iron Fittings Co Branford	
Craiglow Mfg Co Portland	Gage Blocks Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford	Hinges	
Engines		Gillette-Vibber Co The New London	
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford	Galvanizing Branford	Homer D Bronson Company Beacon Falls	
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport	Malleable Iron Fittings Co Middlesex	Hobs and Hobblings	
Envelopes		ABA Tool & Engineering Co Manchester (Advt.)	
Curtis 1000 Inc Hartford	Gaskets Auburn Manufacturing Company The (from all materials)		
Plimpton Mfg Co Div U S Envelope Co Hartford	Raybestos Div of Raybestos-Manhattan Inc The Bridgeport		
Extractors—Tap			
Walton Company The 94 Allyn St Hartford	Gages		
Eyelets	American Standard Co Plantsville		
Chromium Process Company The Shelton	Bristol Co The (pressure and vacuum—recording automatic control) Waterbury		
L C White Company The Waterbury	Fonda Gage Company (special) Stamford		
Platt Bros & Co The P O Box 1030 Waterbury	Helicoid Gage Division American Chain & Cable Co Inc Bridgeport		
Plume & Atwood Mfg Co The Waterbury	Manning Maxwell & Moore Inc Bridgeport		
Scovill Manufacturing Company Waterbury 91	Gears—Reverse & Reduction for Motor Boats Snow-Nabstdt Gear Corp The New Haven		
Waterbury Companies Inc Waterbury			
Fasteners—Slide & Snap			
G E Prentice Mfg Co The New Britain			
Scovill Manufacturing Company (Snap) Waterbury 91			

IT'S MADE IN CONNECTICUT

Hoists and Trolleys	Lithographing	Marine Engines
Union Mfg Company New Britain	New Haven Printing Company The New Haven	Kilborn-Sauer Company (running lights and searchlights)
Hose Supporter Trimmings	Locks—Banks	Fairfield
Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport	Yale & Towne Manufacturing Company The Stamford	Mystic
Hospital Signal Systems	Locks—Builders	Rostand Mfg Co The (portlights, deck, cabin
Connecticut Telephone & Electric Division of Great American Industries Inc Meriden	Yale & Towne Manufacturing Company The Stamford	salboat hardware)
Hot Water Heaters	Locks—Cabinet	Wilcox Crittenden & Co Inc Middletown
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford	Corbin Cabinet Lock Div American Hardware Corp New Britain	Marking Devices
Hydraulic Brake Fluids	Excelsior Hardware Co The Stamford	Hoggson & Pettis Mfg Co The New Haven
Eis Manufacturing Co Middletown	Yale & Towne Manufacturing Company The Stamford	Parker Stamp Works Inc The (steel and rubber)
Industrial Finishes	Locks—Special Purpose	Matrices
Zapon Div Atlas Powder Co Stamford	Yale & Towne Manufacturing Company The Stamford	W T Barnum & Co Inc New Haven
Industrial and Marking Tapes	Locks—Suit-Case and Trimmings	Mattresses
Seamless Rubber Company The New Haven	Corbin Cabinet Lock Div American Hardware Corp New Britain	Palmer Brothers Co New London
Infra-Red Equipment	Excelsior Hardware Co The Stamford	Waterbury Mattress Co Waterbury
Leeds Electric and Mfg Co The Hartford	Yale & Towne Manufacturing Company The Stamford	Mechanical Assemblies—Small
Insecticides	Locks—Trunk	M H Rhodes Inc Hartford
American Cyanamid & Chemical Corp Waterbury	Yale & Towne Manufacturing Company The Stamford	Mechanics Hand Tools
Insecticide Bomb	Locks—Zipper	Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools)
Bridgeport Brass Company (Aer'a'sol) Bridgeport	Excelsior Hardware Co The Stamford	Metal Cleaners
Insulated Wire Cords & Cable	Yale & Towne Manufacturing Company The Stamford	Apothecaries Hall Co Waterbury
Kerite Insulated Wire & Cable Co Inc The Seymour	(and suitcase)	Metal Cleaning Machines
Instruments	Excelsior Hardware Co The Stamford	Colt's Patent Fire Arms Mfg Co Hartford
J-B-T Instruments Inc (Electrical and Temperature) New Haven	Wiremold Company The Hartford	Metal Finishes
Insulation	Loom—Non-Metallic	Mitchell-Bradford Chemical Co Bridgeport
Gilman Brothers Co The Gilman	Falls Company The Norwich	Metal Finishing
Insulating Refractories	Lumber & Millwork Products	National Sherardizing & Machine Co
Mullite Refractories Co The Shelton	City Lumber Co of Bridgeport Inc Bridgeport	Waterbury Plating Company Hartford
Inter-Communications Equipment	Machinery	Waterbury Goods Waterbury
Connecticut Telephone & Electric Division of Great American Industries Inc Meriden	Fenn Manufacturing Company The (Special) Hartford	Waterbury Companies Inc (to order) Waterbury
Jacquard	Hallden Machine Company The (mill) Thomaston	Metallizing
Case Brothers Inc Manchester	Peck Stow & Wilcox Co The (Machines & tools for sheet metal fabrication—manually & power operated) Southington	Conn Metal Finishing Co Hamden
Japanning	Standard Machinery Co The (bookbinders) Mystic	Metal Novelties
J H Sessions & Son Bristol	Torrington Manufacturing Co The (mill) Torrington	H C Cook Co The 32 Beaver St Ansonia
Jig Borer	Machinery Dealers & Rebuilders	Waterbury Companies Inc Waterbury
Moore Special Tool Co (Moore) Bridgeport	Botwinik Brothers New Haven	Metal Products
Jig Boring	J L Lucas and Son Fairfield	State Welding Company The Hartford
American Standard Co Plantsville	Machinery Dealers Inc New Haven	Metal Products—Stampings
Parsons Tool Inc New Britain	Machines	J H Sessions & Son Bristol
Jig Grinder	Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport	Manufacturing Company (Made-to-Order) Waterbury 91
Moore Special Tool Co (Moore) Bridgeport	Patent Button Company The Waterbury	Waterbury Companies Inc Waterbury
Jigs and Fixtures	Special Devices Incorporated (Special, New Developments) Berlin	Metal Specialties
American Standard Co Plantsville	Machines—Automatic	Excelsior Hardware Co The Stamford
Jointing	A H Nilson Mach Co The (Special) Bridgeport	Metal Stamping
Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet) Bridgeport	Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport	Autoyre Co The (Small) Oakville
Key Blanks	Machines—Automatic Chucking	Bridgeport Chain & Mfg Co Bridgeport
Corbin Cabinet Lock Div American Hardware Corp New Britain	New Britain Gridley Machine Division	DooVal Tool & Mfg Inc The Waterbury
Graham Mfg Co The Derby	The New Britain Machine Co (multiple spindle and double end) New Britain	Excelsior Hardware Co The Stamford
Yale & Towne Manufacturing Company The Stamford	Machines—Automatic Screw	Greist Mfg Co The 503 Blake St New Haven
Labels	New Britain Gridley Machine Division	Hayes Metal Stampings Inc Hartford
J & J Cash Inc (Woven) South Norwalk	The New Britain Machine Co (single and multiple spindle) New Britain	H C Cook Co The 32 Beaver St Ansonia
Label Moisteners	Machines—Forming	J A Otterbein Company The (metal fabrications) Middletown
Better Packages Ins Shelton	A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport	J H Sessions & Son Bristol
Laboratory Equipment	Machines—Precision Boring	LaPointe Plascomold Corp The Unionville
Eastern Engineering Co New Haven	New Britain Gridley Machine Division	Patent Button Co The Waterbury
Laboratory Supplies	The New Britain Machine Co New Britain	Plume & Atwood Mfg Co The (brass, copper and steel) Waterbury
Macalaster Bicknell Company New Haven	Machine Work	Saling Manufacturing Company Unionville
Lacquers & Synthetic Enamels Zapon Div Atlas Powder Co Stamford	Fenn Manufacturing Company The (precision parts) Hartford	Scovill Manufacturing Company Waterbury 91
Ladders	Hartford Special Machinery Co The (contract work only) Hartford	Stanley Works The New Britain
A W Flint Co 196 Chapel St New Haven	LaPointe Plascomold Corp The (precision on molds, tools, dies, etc.) Unionville	Verplex Company The (Contract) Essex
Lamp Shades	Rowbottom Machine Company Inc (cam) Waterbury	Waterbury Companies Inc Waterbury
Verplex Company The Essex	Meters—Gas	Milk Bottle Carriers
Lamps	Sprague Meter Company Bridgeport	Lundeberg Engineering Company Hartford
Rostand Mfg Company The (brass, colonial style & brass candlesticks) Milford	Microscope—Measuring	John P Smith Co The 423-33 Chapel St New Haven
Lathes	New Britain Gridley Machine Division	Millboard
Bullard Company The (vertical turret cutmaster and Multi-Au-Matic, vertical multi-spindle) Bridgeport	The New Britain Machine Co New Britain	Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport
Leather	Milling Machines	Milling Machines
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury	Parker Stamp Works Inc The (Special) Hartford	Rowbottom Machine Company Inc (cam) Waterbury
Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) Bethel	Torrington Manufacturing Co The (special rolling mill machinery) Torrington	Mill Supplies
Leather Goods Trimmings	Machines—Paper Ruling	Wilcox Crittenden & Co Inc Middletown
G E Prentice Mfg Co The New Britain	John McAdams & Sons Inc Norwalk	Hartford Builders Finish Co Hartford
Leather, Mechanical	Magnets	Minute Minders
Auburn Manufacturing Company The (packings, cubs, washers, etc.) Middletown	Cinaudagraph Div The Indiana Steel Products Co Stamford	Lux Clock Mfg Co The Waterbury
Letterheads	Mail Boxes, Apartment & Residential	Eastern Engineering Co New Haven
Lehman Brothers Inc (designers, engravers, lithographers) New Haven	Corbin Cabinet Lock Div American Hardware Corp New Britain	Monuments
Lighting Equipment	Mailing Machines	Beij & Williams Co The Hartford
Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden	Pitney-Bowes Inc Stamford	Motor Switches
Waterbury Companies Inc Waterbury	Manganese Bronze Ingot Whipple and Choate Company Bridgeport	Gaynor Electric Company Inc Bridgeport
Lightning Protection	Moulded Plastic Products	Colt's Patent Fire Arms Mfg Co Hartford
Edward H Brown Hartford & New Haven	Watertown Mfg Co The 117 Echo Waterbury	Patent Button Co The Waterbury
		Lake Road Lake Road
		(Advt.) Watertown

IT'S MADE IN CONNECTICUT

Mouldings		Pet Furnishings		Presses	
Himmel Brothers Co	The (architectural, metal and store front)	Andrew B Hendryx Co	The New Haven	Henry & Wright Manufacturing Company	The (automatic mechanical)
	Hamden	Pharmaceutical Specialties	Ivoryton	Hartford Standard Machinery Co	The (plastic molding, embossing, and die cutting)
Moulds		Miller Company	The (sheets, strips, rolls)	Mystic	Press Papers
ABA Tool & Engineering Co	Manchester	Seymour Mfg Co	The Meriden	Case Brothers Inc	Manchester
Hoggson & Pettis Mfg Co	The (steel)	Waterbury Rolling Mills Inc	(sheets, strips, rolls)	Pressure Vessels	
114 Brewery St	New Haven	Whipple and Choate Company	The Bridgeport	Norwalk Tank Co	Inc The (unfired to ASME Code Par U 69-70)
Lundeberg Engineering Company	(plastic)	Kalart Company Inc	Stamford	Printing	Hartford
Parker Stamps Works Inc	The (compression, injection & transfer for plastics)	Photo Reproduction		Case Lockwood & Brainard Co	The Waterbury
Sessions Foundry Co	The (heat resisting for non-ferrous metals)	New Haven Printing Company	The	Heminway Corporation	The Waterbury
Bristol		Piano Repairs	New Haven	Hunter Press	Hartford
Napper Clothing		Pratt Read & Co Inc	(keys and action)	New Haven Printing Company	The
Standard Card Clothing Co	The (for textile mills)	Pratt Read & Co	(keys and actions, backs, plates)	Taylor & Greenough Co	The New Haven
	Stafford Springs	Goodman Brothers	Pickles	T B Simonds Inc	Hartford
Nickel Anodes		Verplex Company	Pin Up Lamps	Walker-Rackliff Company	The New Haven
Apothecaries Hall Co	Waterbury	Corley Co Inc	Pipe	Banthin Engineering Co	(automatic)
Seymour Mfg Co	The Seymour	Malleable Iron Fittings Co	American Brass Co	Printing	Bridgeport
Nickel Silver		Holo-Krome Screw Corporation	The (brass and copper)	Chambers-Storck Company	Inc The (engraved)
Seymour Mfg Co	The Seymour	Plasticrete Corp	Bridgeport	Production Control Equipment	Norwich
Waterbury Rolling Mills Inc	(sheets, strips, rolls)	Colt's Patent Fire Arms Mfg Co	Chase Brass & Copper Co	United Cinephon Corporation	Torrington
Waterbury		Waterbury Companies Inc	(red brass and copper)	Wassell Organization	(Produc-Trol) Westport
Nickel Silver Ingots		Plasticrete Corp	Crane Company	Hamilton Standard Propellers	Div United Aircraft Corp
Whipple and Choate Company	The Bridgeport	Plasticrete Corp	(fabricated)	Propellers—Aircraft	East Hartford
Night Latches		Howard Co	Howard Co (cement well and chimney)	Torrington Manufacturing Co	The Torrington
Yale & Towne Manufacturing Company	The Stamford	Pipe Fittings	New Haven	Propeller Fan Blades	
Non-ferrous Metal Castings		Corley Co Inc	The (300# AAR)	Pumps	Stamford
Miller Company	The Meriden	Malleable Iron Fittings Co	Plainville	Yale & Towne Manufacturing Company	The
Nuts, Bolts and Washers		Holo-Krome Screw Corporation	The (counter-sunk)	Pumps—Small Industrial	
Clark Brothers Bolt Co	Milldale	Plasticrete Corp	West Hartford	Eastern Engineering Co	New Haven
Office Equipment		Plasticrete Corp	Plastic Buttons	Punches	
Pitney-Bowes Inc	Stamford	Colt's Patent Fire Arms Mfg Co	Waterbury	Hoggson & Pettis Mfg Co	The (ticket & cloth)
Underwood Corporation	Bridgeport & Hartford	Waterbury Companies Inc	Waterbury	141 Brewery St	New Haven
Offset Printing		Plasticrete Corp	Plasticrete Bloc	Putty Softeners—Electrical	
New Haven Printing Company	The New Haven	Conn Plastics	Plastic—Moulders	Fletcher Terry Co	The Box 415 Forestville
Oil Burners		Geo S Scott Mfg Co	Waterbury	Pyrometers	
Miller Company	The (domestic) Meriden	LaPointe Plascomold Corp	Wallingford	Bristol Co	The (recording and controlling)
Petroleum Heat & Power Co	(domestic, commercial and industrial)	The (custom work of	Unionville	Quartz Crystals	Waterbury
Sident Glow Oil Burner Corp	The Stamford	Watertown Mfg Co	Watertown	Crystal Research Laboratories Inc	Hartford
1477 Park St	Hartford	Waterbury Companies Co	Watertown	Radiation-Finned Copper	
Oil Burner Wick		Plasticrete Corp	Plastic—Moulders	G & O Manufacturing Company	The New Haven
Raybestos Div of Raybestos-Manhattan Inc	The Bridgeport	Conn Plastics	Waterbury	Vulcan Radiator Co	The (steel and copper)
Oil Tanks		Geo S Scott Mfg Co	Wallingford	Railroad Equipment	Hartford
Norwalk Tank Co	The (550 to 30 M gals., underwriters above and under ground)	LaPointe Plascomold Corp	Unionville	Rostand Mfg Co	The (baggage racks and mirrors for passenger cars)
	South Norwalk	The (compression type)	Watertown	Rayon Specialties	Milford
Olives		Watertown Mfg Co	Watertown	Hartford Rayon Corporation	The Rocky Hill
John Magee & Co Incorporated	Saybrook	Waterbury Companies Co	Watertown	Hartford Rayon Corporation	The Rocky Hill
Ovens		Plasticrete Corp	Plastic—Moulders	Reamers	
American Machine & Foundry Co	New Haven	Conn Plastics	Waterbury	O K Tool Co	Inc The (inserted tooth)
Package Sealers		Geo S Scott Mfg Co	Wallingford	33 Hull St	Shelton
Better Packages Inc	Shelton	LaPointe Plascomold Corp	Unionville	Recorders	
Packing		The (custom work of	Watertown	Bristol Co	The (automatic controllers, temperature, pressure, flow, humidity)
Auburn Manufacturing Company	The (leather, rubber, asbestos, fibre)	Watertown Mfg Co	Watertown	Refractories	Waterbury
Corbin Cabinet Lock Div	American Hardware Corp	Waterbury Companies Co	Watertown	Howard Company	New Haven
	New Britain	Plasticrete Corp	Plastic—Moulders	Regulators	
Yale & Towne Manufacturing Company	The Stamford	Conn Plastics	Waterbury	Norwalk Valve Company	(for gas and air)
Paints and Enamels		Geo S Scott Mfg Co	Wallingford	Resistance Wire	South Norwalk
Staminite Corp	The New Haven	LaPointe Plascomold Corp	Unionville	C O Jelliff Mfg Co	The (nickel, chromium) kanthal)
Tredennick Paint Mfg Co	Meriden	The (compression type)	Watertown	Respirators	
Panta		Watertown Mfg Co	Watertown	American Optical Company	Safety Division
Moore Special Tool Co	(crush, wheel dresser)	Waterbury Companies Co	Watertown	Putnam	
	Bridgeport	Plasticrete Corp	Plastic—Moulders	Hartford Steel Ball Co	The (bicycle & automotive)
Paperboard		Conn Metal Finishing Co	Hamden	Riveting Machines	Hartford
Connecticut Corrugated Box Div	Robert Gair Co Inc	Plumbers' Brass Goods	Bridgeport	Grant Mfg & Machine Co	The Bridgeport
New Haven Pulp & Board Co	The New Haven	Keeney Mfg Co	The (special bends)	H P Townsend Manufacturing Co	The Hartford
Paper Boxes		Scovill Manufacturing Company	Waterbury	L R Mfg Div of The Ripley Co	Torrington
Atlantic Carton Corp (folding)	Norwich	Plumbing Specialties	48	Raybestos Div of Raybestos-Manhattan Inc	The (brake service equipment)
National Folding Box Co (folding)	New Haven	John M Russell Mfg Co Inc	Naugatuck	Rivets	
New Haven Pulp & Board Co	The New Haven	Pole Line	Branford	Blake & Johnson Co	The (brass, copper and non-ferrous)
Robertson Paper Box Co (folding)	Montville	Malleable Iron Fittings Co	Branford	Waterville	
Strouse Adler Co	New Haven	Polishing Wheels	Danielson	Clark Brothers Bolt Co	Milldale
Paper Boxes—Folding and Setup		Williamsville Buff Mfg Co	The	Chromium Process Company	The Shelton
Bridgeport Paper Box Company	Bridgeport	Poly Chokes		Connecticut Manufacturing Company	The Waterbury
M Backes' Sons Inc	Wallingford	Poly Choke Company	The (shotgun choking device)	J H Session & Sons	Bristol
Warner Brothers Company	Bridgeport	Postage Meters	Tariffville	Plume & Atwood Mfg Co	The (brass and copper)
Paper Clips		Pitney-Bowes Inc	Stamford	Raybestos Div of Raybestos-Manhattan Inc	The (brass and aluminum tubular and solid copper)
H C Cook Co	The (steel) 32 Beaver St	Precious Metals		Raybestos Div of Raybestos-Manhattan Inc	The (iron)
Sonoco Products Co (Climax-Lowell Div)	Mystic	J M Ney Company	The (for industry)	Bridgeport	(Advt.)
Parallel Tubes		Prefabricated Buildings	Hartford		
Sonoco Products Co (Climax-Lowell Div)	Mystic	City Lumber Co of Bridgeport Inc	The		
Parkerizing		Preserves			
Craiglow Mfg Company	Portland	Goodman Bros (and jellies)	Meriden		
Passenger Transportation		Press Buttons			
Connecticut Company	The (local, suburban and interurban)	Gaynor Electric Company Inc	Bridgeport		
	New Haven				

IT'S MADE IN CONNECTICUT

Rods	Seasoning	Springs—Furniture
Bristol Brass Corp The (brass and bronze) Bristol	Maggi Co Inc (Maggi's) New Milford	Owen Silent Spring Co Inc Bridgeport
Scovill Manufacturing Company (Brass and Bronze) Waterbury 91	Greist Mfg Co The (Sewing machine attachments) 503 Blake St New Haven	Springs—Wire
Roller Skates	Merrow Machine Co The (Industrial) Hartford	Connecticut Spring Corporation The (compression, extension, torsion)
Winchester Repeating Arms Company Division Olin Industries Inc New Haven	Singer Manufacturing Company The (Industrial)	D R Templeman Co (Jewelry) Plainville
Rubber Chemicals	J B Williams Co The Glastonbury	J W Bernston Company (Coil and Torsion) Plainville
Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils) Stamford	Shears	New England Spring Mfg Co Unionville
Rubberized Fabrics	Acme Shear Co The (household) Bridgeport	Wallace Barnes Co The Div Associated Spring Corp Bristol
Duro-Gloss Rubber Co The New Haven	Sheet Metal Products	Springs, Wire & Flat
Rubber Footwear	American Brass Co The (brass and copper) Waterbury	Autoyre Company The Oakville
Goodyear Rubber Co The Middletown	Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham	Stair Pads
United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck	United Advertising Corp Manufacturing Division (Job and Production Runs) New Haven	Palmer Brothers Company New London
Rubber Gloves	Waterbury Companies Inc Waterbury	Stamps
Seamless Rubber Company The New Haven	Sheet Metal Stampings	Hoggson & Pettis Mfg Co The (steel) 141 Brewery St New Haven
Rubber Products, Mechanical	American Buckle Co The West Haven	Parker Stamp Works Inc The (steel & rubber) Hartford
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown	DooVal Tool & Mfg Inc The	Stampings
Rubbish Burners	DooVal Tool & Mfg Inc The	Han-Dee Spring and Manufacturing Co The (Small)
John P Smith Co The 423-33 Chapel St New Haven	Hall Mfg Co	Greist Manufacturing Co The New Haven
Safety Clothing	J H Sessions & Son	L C White Company The Waterbury
American Optical Company Safety Division Putnam	Patent Button Co The	Rogers Corporation (Fibre Cellulose Paper) Manchester
Safety Fuses	Waterbury Companies Inc	Scovill Manufacturing Company Waterbury 91
Ensign-Bickford Co The (mining & detonating) Simsbury	Shipments	Wallace Barnes Co The Div Associated Spring Corp
Safety Gloves and Mittens	Better Packages Inc	Waterbury Companies Inc Waterbury
American Optical Company Safety Division Putnam	Showcase Lighting Equipment	Steel
Safety Goggles	Wiremold Company The	Stanley Works The (hot and cold rolled strip) New Britain
American Optical Company Safety Division Putnam	Shower Stalls	Steel Castings
Sandblasting	Dextone Company New Haven	Hartford Electric Steel Co The (carbon and alloy steel) 340 Flatbush Ave Hartford
Beij & Williams Co The Hartford	Signals	Malableal Iron Fittings Co Branford
Saw Blades	H C Cook Co The (for card files) 32 Beaver St Ansonia	Nutmeg Crucible Steel Co Branford
Capewell Mfg Co The (Hack Saw, Band Saw) Hartford	Silks	
Saws, Band, Metal Cutting	Cheney Brothers South Manchester	
Atlantic Saw Mfg Co New Haven	Sizing and Finishing Compounds	
Scales—Industrial Dial	American Cyanamid & Chemical Corp	
Kron Company The Bridgeport	Slide Fasteners	Waterbury
Scissors	Shoe Hardware Div U S Rubber Company	
Acme Shear Company The Bridgeport	KwiK zippers	
Screw Caps	Smoke Stacks	
Weimann Bros Mfg Co The (small for bottles) Derby	Bigelow Company The (steel) New Haven	
Screws	J B Williams Co The (industrial soaps, toilet soaps, shaving soaps)	
Atlantic Screw Work (wood) Hartford	Glastonbury	
Blake & Johnson Co The (machine and wood) Waterville	Solder—Soft	
Charles Parker Co The (wood) Meriden	Torrey S Crane Company Plantsville	
Chromium Process Company The Shelton	Special Machinery	
Clark Brothers Bolt Co Milldale	Boesch Mfg Co Inc (designed and built)	
Connecticut Mfg Co The (machine) Waterbury	Henry & Wright Manufacturing Company The	Danbury
Corbin Screw Div American Hardware Corp New Britain	H P Townsend Mfg Company The	Hartford
Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford	Lundeberg Engineering Company	Hartford
Scovill Manufacturing Company Waterbury 91	National Sherardizing & Machine Co (mandrels & stock shells for rubber industry)	Hartford
Screw Machines		
H P Townsend Mfg Company The Hartford	Special Parts	
Screw Machine Accessories	Greist Mfg Co The (small machines, especially precision stampings)	New Haven
Barnaby Manufacturing and Tool Company Bridgeport	Special Industrial Locking Devices	
Screw Machine Products	Corbin Cabinet Lock Div American Hardware Corp	New Britain
Apex Tool Co Inc The Bridgeport	Spinnings	
Blake & Johnson Co The Waterville	Gray Manufacturing Company The	Hartford
Bristol Screw Corporation Plainville	Sponge Rubber	
Centerless Grinding Co Inc The (Heat treated and ground type only)	Sponge Rubber Products Co The	Shelton
19 Staples Street Bridgeport	Spreads	
Chas E Lowe Co Wethersfield	Palmer Brothers Company New London	
Connecticut Manufacturing Company The Waterbury	Spring Colling Machines	
Corbin Screw Div American Hardware Corp New Britain	Torrington Manufacturing Co The Torrington	
Eastern Machine Screw Corp The New Britain	Spring Units	
Truman & Barclay Sts New Haven	Owen Silent Spring Co Inc (mattresses and furniture)	Bridgeport
Greist Mfg Co The (Up to 1½" capacity)	Spring Washers	
Humason Mfg Co The Forestville	Wallace Barnes Co The Div Associated Spring Corp	Bristol
Nelson's Screw Machine Products Plantsville	Spring—Coil & Flat	
New Britain Machine Company The New Britain	Han-Dee Spring and Manufacturing Co The (Coil and Flat)	Hartford
Olson Brothers Company (up to ¾" capacity)	Humason Mfg Co The	Forestdale
Peck Spring Co The Plainville	Peck Spring Co The	Plainville
Plume & Atwood Mfg Co The Waterbury	Wallace Barnes Co The Div Associated Spring Corp	Bristol
Scovill Manufacturing Company Waterbury 91	Springs—Flat	
Watkins Manufacturing Co Inc New Haven	Wallace Barnes Co The Div Associated Spring Corp	Bristol
Watkins Manufacturing Co Inc Milford	Wallace Barnes Co The Div Associated Spring Corp	Bristol
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic) Waterbury		
Screw Machine Tools		
Somma Tool Co (precision circular form tools) Waterbury		
Sealing Tape Machines		
Better Packages Inc Shelton		

IT'S MADE IN CONNECTICUT

Taps, Collapsing	New Haven	Tubing	American Brass Co The (brass and copper)	Wheels—Industrial	George P Clark Co
Geometric Tool Co The			Waterbury	Wicks	Windsor Locks
Tarred Lines	Moodus		Scovill Manufacturing Company (Brass and Copper)	Auburn Manufacturing Company The (felt, asbestos)	Middletown
Brownell & Co Inc	Tea		Waterbury 91	Raybestos Div of Raybestos-Manhattan Inc The (oil burner wicks)	Bridgeport
Upham Food Products Inc	package and tea balls)	Hawleyville	Scovill Manufacturing Company Waterbury 91	Russell Mfg Co The	Middletown
Telemetering Instruments					
Bristol Co The	Waterbury	Typewriters	Royal Typewriter Co Inc	Wire	Atlantic Wire Co The (steel)
Textile Machinery			Underwood Corporation		Bartlett Hair Spring Wire Co The (Hair Spring)
Merrow Machine Co The	2814 Laurel St	Hartford	Underwood Corporation		North Haven
Textile Mill Supplies	Ivoryton		Underwood Corporation		Bristol Brass Corp The (brass & bronze)
Ernst Bischoff Company Inc			Hartford and Bridgeport		Driscoll Wire Co The (steel)
Textile Processors					Hudson Wire Co Winsted Div (insulated & enameled magnet)
American Dyeing Corporation (rayon, acetate)	Rockville				Platt Bros & Co The (zinc wire)
Aspinook Corp The (cotton)	Jewett City		Sonoco Products Co (Climax-Lowell Div)	P O Box 1030	Waterbury
Airadio Incorporated	Stamford			Rockbestos Products Corp (asbestos insulated)	New Haven
Thermometers				Scovill Manufacturing Company Brass, Bronze and Nickel Silver)	Waterbury 91
Bristol Co The (recording and automatic control)	Waterbury	Union Pipe Fittings	Corley Co Inc The (300# AAR)	Wire Arches and Trellis	John P Smith Co The
Manning Maxwell & Moore Inc	Bridgeport		Plainville		423-33 Chapel St
Thermostats		Vacuum Bottles and Containers		Wire Baskets	
Bridgeport Thermostat Company Inc (automatic)	Bridgeport	American Thermos Bottle Co	Norwich	Rolock Inc (for acid, heat, degreasing)	Fairfield
Thin Gauge Metals	Waterbury	Vacuum Cleaners	Spencer Turbine Co The	Wire Cable	Bevin-Wilcox Line Co The (braided)
Thinsheet Metals Co The (plain or tinned in rolls)			Hartford		East Hampton
Thread		Valves	Norwalk Valve Company (sensitive check valves)	Wire Cloth	C O Jellif Mfg Co The (all metals, all meshes)
American Thread Co The	Williamantic		South Norwalk		Southport
Gardiner Hall Jr Co The (cotton sewing)	South Willington	Valves—Automatic Air	Beaton & Cadwell Mfg Co	Wire Drawing Dies	John P Smith Co The
Lloyd E Cone Thread Co The (industrial cotton sewing)	Moodus		New Britain	Waterbury Wire Die Co The	Waterbury
Max Pollack & Co Inc Groton and Williamantic		Valves—Automobile Tire	Broad Brook Company	Wire Dipping Baskets	John P Smith Co The
Wm Johl Manufacturing Co	Mystic		Broad Brook	423-33 Chapel St	New Haven
Threading Machines		Valves—Radiator Air	Bridgeport Brass Company	Wire Enameling Magnet	Rolock Incorporated
Grant Mfg & Machine Co The (double and automatic)	Bridgeport		Bridgeport	Sweet Wire Co	Winsted
Time Recorders		Valves—Relief & Control	Bridgeport Brass Company	Wire Formings	Autotype Co The
Stromberg Time Corp	Thomaston		Bridgeport		Oakville Essex
Timers, Interval		Valves—Safety & Relief	Leiss Velvet Mfg Co Inc The	Wire Forms	Connecticut Spring Corporation The
H C Thompson Clock Co The	Bristol		Willimantic		Humason Mfg Co The
R W Cramer Company Inc The	Centerbrook	Varnishes	Velvet Textile Corporation The (velveteen)		New England Spring Mfg Co
Timing Devices			West Haven		Wallace Barnes Co The Div Associated Spring Corp
R W Cramer Company Inc The	Centerbrook	Ventilating Systems	Colonial Blower Company	Wire Goods	Bristol
Seth Thomas Clocks	Thomaston		Hartford	American Buckle Co The (overall trimmings)	West Haven
United States Time Corporation The	Waterbury	Vibrators—Pneumatic	Connecticut Blower Company		Patent Button Co The
Timing Devices & Time Switches	Hartford		Hartford	Scovill Manufacturing Company (To Order)	Waterbury
M H Rhodes Inc		Vises	New Haven Vibrator Company (industrial)		Waterbury 91
Tinning					
Thinsheet Metals Co The (non-ferrous metals in rolls)	Waterbury	Washers	Charles Parker Co The	Wire Remolding	Wiremold Company The
Wilcox' Crittenden & Co Inc	Middletown		Meriden		Hartford
Tool Designing		Watches	Fenn Manufacturing Company The (Quick-Action Vises)	Wire Products	Craiglow Mfg Company
American Standard Co	Plantsville		Hartford		Portland
Tools		Waterproof Dressings for Leather	Clark Brothers Bolt Co	Wire Reels	A H Nilson Mach Co The
Hoggson & Pettis Mfg Co The (rubber workers)	New Haven		Middleboro		Bridgeport
141 Brewery St			J H Sessions & Son	Wire Partitions	John P Smith Co The
O K Tool Co Inc The (inserted tooth metal cutting)	33 Hull St Shelton		Bristol		423-33 Chapel St
Tools & Dies	Bridgeport		Plume & Atwood Mfg Co The (brass & copper)		New Haven
Moore Special Tool Co		Wedges	Waterbury	Wire Rings	American Buckle Co The (pan handles and tinner's trimmings)
Tools, Dies & Fixtures			Raybestos Div of Raybestos-Manhattan Inc The (clutch washers)		West Haven
Fonda Gage Company (also jigs)	Stamford	Welding	Bridgeport	Wire Shapes	Bridgeport Chain & Mfg Co
Greist Mfg Co The	New Haven		Saling Manufacturing Company The		Bridgeport
Parker Stamp Works Inc The (special)	Hartford	Welding—Lead	G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals)	Wire—Specialties	Andrew B Hendryx Co The
Tools, Hand & Mechanical			New Haven		New Haven
Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties)	Bridgeport	Welding—Steel	Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)	Wood Handles	Salisbury Cutlery Handle Co The (for cutlery & small tools)
Toys			Hartford		Salisbury
A C Gilbert Company	New Haven	Welding Rods	Porcupine Company The	Woodwork	C H Dresser & Son Inc (Mfg all kinds of woodwork)
Geo S Scott Mfg Co The	Wallingford		Bridgeport		Hartford Builders Finish Co
Gong Bell Co The	East Hampton	Wheels	State Welding Company The	Woven Awning Stripes	Falls Company The
N N Hill Brass Co The	East Hampton		Hartford	Yarns	Norwich
Waterbury Companies Inc	Waterbury			Aldon Spinning Mills Corporation The (fine woolen and specialty)	Talcottville
Trucks—Industrial				Ensign-Bickford Co The (jute carpet)	Simsbury
George P Clark Co	Windsor Locks				
State Welding Company The	Hartford				
Trucks—Lift					
Excelsior Hardware Co The	Stamford			Zinc	Platt Bros & Co The (ribbon, strip and wire)
George P Clark Co	Windsor Locks				P O Box 1030
Trucks—Skid Platforms				Zinc Castings	Waterbury
Excelsior Hardware Co The (lift)	Stamford				Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)
Tube Bending					
American Tube Bending Co Inc	New Haven				
Tube Clips					
H C Cook Co The (for collapsible tubes)	Ansonia				
32 Beaver St					
Weinmann Bros Mfg Co The (for collapsible tubes)	Derby				



Here's the way to apply ALLEN holding-power to comparatively thin plates where a flush top surface must be achieved, with no gap between the screw head and surrounding metal.

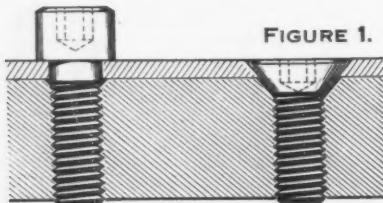


FIGURE 1.

Note that top piece of metal in Figure 1 above, (right) is thinner than head height of the Flat Head Cap Screw. There's more binding surface under the head than is the case with a projecting-head screw, and the angle helps lock the screw in place by drawing down on a conical surface.

Figure 2 (below) shows application in a comparatively thicker plate. Here the flush surface is retained without weakening the metal with a deep countersink. Maximum strength in the screw itself is assured by "pressur-forming" of special analysis ALLENOY steel.

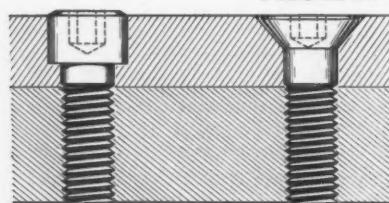


FIGURE 2.

Your local Allen Distributor will supply you with samples to try out these signal advantages of the Flat Head Cap Screws. Ask him or call us. Engineering data on request.

THE ALLEN MFG. COMPANY
HARTFORD, CONNECTICUT, U.S.A.

Service Section

OPPORTUNITY WANTED: To learn a small or medium sized Connecticut business which will furnish chances for future advancement. Graduating from Harvard Business School in June 1947. Age 26. Married. PW 1457.

CEDAR RAPIDS, IOWA CONCERN seeking lines of Conn. manufacturers to represent—particularly interested in plastic materials to be sold to manufacturers for further fabrication. SA-34.

MANUFACTURERS REPRESENTATIVE in Virginia and No. Carolina desires products requiring engineering background for sales engineering contacts with wholesalers, distributors and manufacturers. Territory covered by car or air. SA-35.

NEW YORK CITY organization consisting of a staff of trained engineers equipped to sell industrial equipment which requires an engineered presentation and specializing in plumbing, heating, air conditioning and allied lines, wishes to represent manufacturers throughout New York and New Jersey. SA-36.

AVAILABLE: Dynamometer Laboratory completely equipped and well manned is available for contract work—located in Stamford—capacities range from 5 H.P. sets up to 700 H.P. Also complete machinery available for the manufacturing of pilot or experimental models. MTA-352.

SUBCONTRACT WORK WANTED on six spindle 2½" New Britain-Gridley automatic; to effect economy, the quantity must be enough to pay for setting up such a machine. MTA-353.

HARTFORD PLANT HAS FACILITIES available for general machining, small tool making and turret lathe work up to 3" diameter. MTA-357.

OPEN TIME AVAILABLE on 5 ton high speed presses. We invite inquiries for manufacturing light metal stampings for long runs. Our high speed presses can reduce your costs. MTA-360.

\$10,000 AND SERVICES TO INVEST in a small manufacturing business, new enterprise or service. Will consider any practical proposition, particularly in Hartford area, which offers prospects for long-term investment. Have broad executive-engineering experience in electronics, organization, advertising and sales. Former Lt. Comdr., Yale A.B. age 37, with best business references and contacts. OW-51.

FOR SALE: 1 No. 15 Bryant Internal Grinder—almost new; 1 No. 10 Bryant Internal Grinder—needs repair; 1 Greenfield Hydroil Internal Grinder—needs slight repairs. SE-1721.

WANTED: 5,000 lbs. .0179 Brass Annealed Wire—urgently needed. SE-1723.

WANTED: 7,500 lbs. .090/.093 Low Carbon Cold Rolled Strip Steel—dead soft. SE-1724.

FOR SALE: 1 Yale No. 1932 Model Y, Left Hand door closer. New, unused. SE-1725.

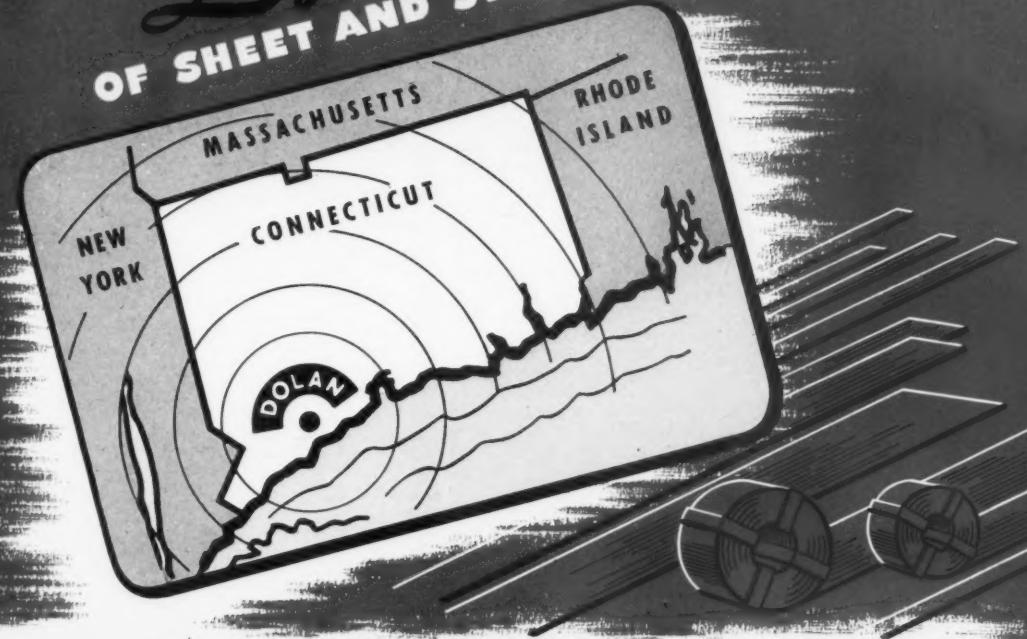
FOR SALE: Automatic Gear Cutting Machine, made by The Bilton Machine Co., Bridgeport, capacity approx. 4" diameter and equipped with 2½ h.p., 220 volt, 3 phase motors. SE-1728.

WANTED: 1 Hydraulic press from 100 to 250 ton capacity double acting cylinders, overall height not in excess of ten feet. Motorized pump. SE-1734.

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When Joe walks into the telephone center in Japan, he doesn't think about the modern miracle which enables him to call his loved ones here at home. That miracle — radio-telephone service — reaches across oceans and from ship to shore. Soon, it will be used to contact moving vehicles on the road. The development of this modern miracle is part of our constant effort to keep your telephone service the best in the world.

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